

# **City of Cambridge Maryland**

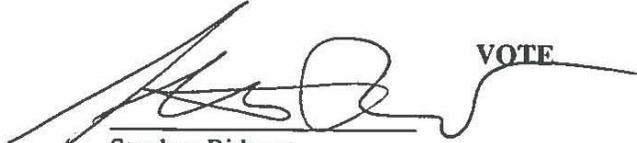
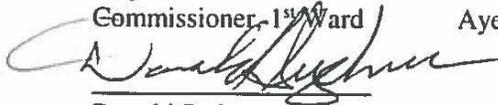
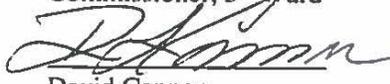
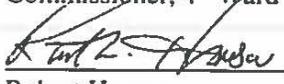


## **Fiscal Year 2018 Operating and Capital Improvements Budget**

The Commissioners of Cambridge, Maryland  
Tax Levy 2017-2018  
Cambridge, Maryland

The Mayor and Commissioners of Cambridge, Maryland, in regular session assembled this 12<sup>th</sup> day of June 2017 with a quorum present, adopted a budget for the fiscal year beginning July 1, 2017 and ending June 30, 2018.

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 by law for the ensuing fiscal year beginning July 1, 2017 and ending June 30, 2018.

	<b>VOTE</b>
Stephen Rideout Commissioner, 1 <sup>st</sup> Ward	Aye
	
Donald Sydnor Commissioner, 2 <sup>nd</sup> Ward	Aye
	
La-Shon Foster Commissioner, 3 <sup>rd</sup> Ward	Abstain
	
David Cannon Commissioner, 4 <sup>th</sup> Ward	Aye
	
Robert Hanson Commissioner, 5 <sup>th</sup> Ward	Aye

  
Sandra Tripp-Jones  
City Manager

Approved this 12th day of June 2017

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# 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) 2018. The City's annual budget determines the way 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 FY2018 budget amounts to \$20,658,311 for the General Fund, Marina Fund, Sewer Fund and Municipal Utilities Commission (Water) Fund combined. This represents an increase over FY2017 of \$1,123,338 (5.7%). However, when adjusting for grant funds, the FY2018 budget is \$773,338 more than the FY2017 budget, representing a 3.9% change. The budget is balanced, with no use of reserves for the operating budget, only current revenues. The number of positions is reduced by 3 for a records technician position and communications officer position unfilled after the employees' retirement and the elimination of a code enforcement officer: 124 full time and 9 part-time positions.

## Summary of Sources and Uses of All Funds (in \$ thousands)

	FY 2017 Budgeted (at 7/1/2016)			FY 2017 Projected			FY 2018 Proposed		
	Gen. Gov't. Gen. Fund	Enterprise Funds	TOTAL	Gen. Gov't. Gen. Fund	Enterprise Funds	TOTAL	Gen. Gov't. Gen. Fund	Enterprise Funds	TOTAL
<b>Revenues</b>	\$11,883	\$ 7,701	\$19,535	\$12,880	\$7,762	\$20,642	\$12,690	\$7,968	\$20,658
<b>Expenses</b>	\$11,883	\$ 7,701	\$19,535	\$12,669	\$8,070	\$20,740	\$12,690	\$7,968	\$20,658

## Budget Document Format

The FY2018 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, and capital improvement plan considers longer-term City needs and strategies and resources to address them.

Each division contains narratives which include descriptions of services, performance measures, accomplishments, and goals. Because this is the second year to incorporate performance measures, comparative data for multiple 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 2018 projects and items from a Five-Year Capital Program.

## **Policies**

Several budget policies provide the foundation for this budget. The adopted budget policy sets forth guidelines to:

- Link resources with results
- Use the encumbrance basis of accounting
- Establish measurable Council Goals
- Balance the budget

## Council Goals:

On March 13, 2017, City Council tentatively approved seven (7) goals and twenty-three (23) implementation plans for FY 2018. The Commissioners' budget shows the goals, strategies, implementation plans, and associated costs which are detailed on page 39. The goals are:

- A) Strengthen financial health of the City
- B) Safe and Livable Housing for All Members of the Community
- C) Economic Development
- D) Increased Public Safety
- E) Child and Youth Development
- F) Support City Employees
- G) Reduce Trash Sent to Landfills

## Revenues:

1. Real Property Tax Rate of \$.8179 and Personalty Property Tax Rate of \$1.69 per \$100 of assessed value:

The Council adopted an Ordinance setting the rates to maintain constant yield of real property tax and maintain personalty property tax without change on April 24, 2017.

## 2. City Fees and Charges:

Fees for Marina use, water use, sewer fees, and other land use and public works charges remain the same. The solid waste fees are increased by \$3.00 dollars/month as noted in Appendix A – Revenue. The Marina use fees were expanded to include late fees at mid -year of FY 2017. There are no other fee increases proposed as part of this budget.

## Expenses:

### 3. Pay-as-you-go:

Except for the Sailwinds Wharf Repair project discussed below, all other proposed costs are on a pay-as you-go basis. 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. The only reserves used to balance are for the capital budget which uses one time revenues of \$194,000 received in FY2017. No reserve funds are used to balance the operating budget. The practice is to use one time revenues for capital projects in the following year.

### 2. Operating Costs Efficiency/ Constraints on the Budget

Department Directors were instructed to submit budgets streamlining and reducing expenses where possible. Department Directors were very responsive to these instructions. This was done through careful line-item level review and analysis looking for potential cost savings. Overall expenses have increased due to several factors (see Sources and Uses). Factors include:

- Increase in employee compensation
- New debt for Sailwinds Wharf repair project
- Funding for the Pine Street summer event
- Increase in attorney costs
- Increase in tipping fees
- Increase in health insurance with a small offset due to a cost reductions from changes in how coverage is provided to retirees.

### 3. Reorganizations

- a. With the Deputy Police Chief retiring January 1, 2018, the Cambridge Police Department has proposed a reorganization to better reflect the needs of the Police Department and community. The Deputy Chief position and a Lieutenant position will be eliminated in January 2018 and two Captain positions created. One Captain will oversee administration and the other Captain will oversee Patrol and Special Operations. The reorganization will neither add to or decrease the number of employees.

b. The Police Department also proposed to convert the Professional Standards Sergeant in Administration for a First Sergeant in Patrol. To facilitate assignment flexibility in the Police Department both positions are deemed “sergeants” in the position and salary control resolution. No new positions are additional costs will be required. Functional designations may occur within the department as needed.

4. Lapse Time

The General Fund incorporates lapse time savings of \$180,000 equaling approximately 2.3% 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.

5. Fair Compensation for City Employees:

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. In addition, Council conceptually approved an increase to the lowest paid maintenance workers. Overall, the increase to these employees is between \$2,000-\$3,000 for most employees and \$3,000-\$4,000 for licensed distribution and operating licensed employees. These salary increases reflect the City’s commitment to its employees, the City’s most valuable resource.

6. Limited New Programs:

Human Services Grants Program: During the approval process for the FY 2017 budget, City Council indicated that they wanted to see restoration of the City’s grants for community services. The proposed FY 2018 budget includes \$25,000 for human services grants to be awarded by the City Council under an RFP process.

7. Appropriated Reserve

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 of a budget amendment at the time the need occurs.

## **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: \$1,129,500, amounting to 5.4% of the overall budget. The Public Works Department is replacing one (1) sanitation truck, and Police Department is replacing two (2) patrol vehicles. The Sewer Fund will be doing needed maintenance on the waste water treatment plant and is budgeted for part of one (1) piece of heavy equipment. MUC has budgeted replacement of a street truck. Paving costs (\$250,000) have been incorporated into the Capital Program at the same funding level as FY 2017. The complete list by fund can be found on page 119.

### **8. Sailwinds Wharf debt**

In FY2017, Council approved a contract of \$5,195,232 for the repairs to Sailwinds Wharf Rehabilitation. The City has been awarded \$4 million in grant funds from the State of Maryland to go toward the design and construction of this project. The City established a line of credit with 1880 Bank for project costs that will not be covered by grant funds. That amount is estimated to be \$1,700,000 - 30% of the project costs. The full amount will likely be drawn down by December 31, 2017. The City has budgeted \$150,000 for a half year repayment on the line of credit and interest.

### **2. Overhead Allocation**

Staff determined a weighted percentage allocation for overhead administrative and certain direct costs that will be applied to each fund - the Sewer Fund will incur 26% of total administrative costs, the Marina Fund will incur 3% of total administrative costs, and the MUC will incur 8% of total administrative costs.

### **3. Self-Insured Health Insurance Fund**

This budget includes an 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.

## **Unfunded Needs:**

Pulling together a balanced budget that supports continuation of municipal services and incorporates funding for Council Goals is always satisfying. However, it also brings into focus those needs which current revenues cannot address. Some are small and deferring them is relatively easy, such as a salary and compensation study to address compensation inequities and provide for a better salary and step structure. It can wait. Some are much larger for which the consequences of waiting are more significant. Several of the items discussed below reflect City Council Goals.

- A funded **pavement management program** that reverses the deepening deterioration of City streets and corrects streets needing curbs and gutters. A pavement management study would tell us the total cost to put pavement management on a reasonable maintenance cycle.
- Installation of **sidewalks**, particularly in areas used by school children, such as Leonard's Lane and Bayly Road, costing \$350,00 and \$200,000 respectively.
- Repair of 100, 200, 300 blocks of **High Street**. The total cost of the three-block repair would be over \$2 million.
- Improvement of **Woods Road** to support expansion of the industrial use in that area at a cost of \$ 2 million.
- A funded **public safety vehicle and fire apparatus** program to avoid emergency debt funded replacements. The projected capital cost for FY 2019 is \$1.4 million.
- **Marina improvements** – rebuilding docks and dredging – to increase attractiveness of the Marina and consequent revenues, estimated at \$1.5 million.
- The **old City Hall building** on Gay Street is iconic but deteriorating more each year. If the City could find the \$4 million to repair and refurbish it, the current City Hall could be sold or leased. But the initial capital for the project is not available.
- Employment and recreation **services for youth and early childhood development** for preschoolers, which services are not specifically the responsibility of municipal government but which are badly needed in this community. A community center without the cost of programming and maintenance could cost \$1 million.
- **Housing Revitalization** particularly in the Pine Street area. Some of 950 houses were surveyed for indicators of exterior blight, and approximately 30% were found to be blighted. Rehabilitation and replacement of housing require more than the programmatic efforts taken over the last year to reduce blight, such as selling tax sale properties, demolition of extremely deteriorated houses, and adjustment of zoning codes to facilitate reconstruction on substandard size lots. However, no amount of code enforcement can correct years of unaddressed maintenance needs and poor quality construction nor force low-income people to pay for repairs they cannot afford. A hypothetical program to invest \$20,000 with loans and grants in each of the blighted properties in just the Pine Street area would cost approximately \$5 million dollars. This number is offered to indicate the scale of funding that a housing revitalization program could require. Not addressing this need will only result in further deterioration of already blighted housing which affects not only the quality of life of residents but the economic development potential of the City. Clearly the City will not underwrite this kind of investment on its own. However, the City cannot expect grants without City contribution to do so either. This remains a major financial issue for the City.

## **Future Revenue Growth Expectations:**

The FY 2018 Proposed Operating and Capital Budget projects virtually no growth in revenues, even assuming City Council approval of a real property tax increase to maintain constant yield. Just maintaining existing services while offering employees small cost of living increases stretches already lean budgets. Staff continues research on ways to cut costs. In late spring 2017, the City will consider proposals to privatize residential trash collection. However, the other question for responsible financial planning is whether and how revenues can grow to address the unmet needs discussed above. Economic development is a critical program for the City's future. Several development projects are underway: redevelopment of Cambridge Plaza, establishment of the Doctor's Order's medical marijuana packaging plant, redevelopment of the "Metro" building on Route 50 into offices and retail, restoration and repurposing of the Phillips Factory F building for retail, education, event space, and food processing uses, restoration of the three buildings on the 500 block of Race Street – including the Hearn Building – into mixed use retail and residential space. In the planning stages is a major solar farm project on Egypt Road, and the Sailwinds property still represents a development asset for the City. Do these projects promise the jobs, disposable income and property tax revenues that will grow the City's revenues? Not in and of themselves, but as job creators and indicators of new business investment for potential investors, they will help. The City provides incentives in the form of property tax reductions to promote investment. Most of the projects now in progress will take advantage of those incentives, phasing in full payment over five years. Project buildouts will not all be completed in FY 2018, so they represent future revenue growth, but not much in FYs 2018 and 2019. The questions of when and how much revenue will a Sailwinds development project engender is far from clear. A development project approved in FY 2018 would not be a built out project for 3-5 years. The implications of all this is for financial planning are:

- Careful budget development and execution of current services to maintain expenses within current revenue levels - now and over the next five years.
- Focused, clear priorities that are strategic and that address the highest priority.
- Strategic grants will anchor economic development and address priority needs.
- Commitment to investments of reserves that leverage revenues.

## **In closing...**

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 proposed operating and capital budget with hopes that the Mayor and Council and the public will find it to be an effective policy document, financial plan, operations guide, and communications tool.

I take this opportunity to thank Ginger Heatwole, City Finance Director, who has lead the budget process this year, including the first time use of an electronic budget module of the City's financial software system, to streamline the budget development process and save many hours of staff time spent on budget preparation. I also thank City department directors and their staff for their efforts and cooperation in once again finding budget economies, the Municipal Utilities Commission for their careful review and recommendations on the MUC budget, and the City Finance Committee members - Commission Sydnor and Commissioner Cannon - for their very helpful ideas and feedback throughout the budget process.

Respectfully,

Sandra E. Tripp-Jones  
City Manager

# Sources and Uses: City Wide

	FY2017 Budgeted			FY2017 Projected		
	Government Funds	Enterprise Funds	Total Funds	Government Funds	Enterprise Funds	Total Funds
<i>Revenues</i>						
Taxes	\$8,541,871		\$8,541,871	\$8,809,370		\$8,809,370
Licenses/Permits	490,100		490,100	461,500		461,500
Other Gov't.	361,007	\$240,000	601,007	1,099,035		1,099,035
Fine/Forfeitures	55,000		55,000	54,500		54,500
Charges for Services	778,400	7,187,604	7,966,004	732,125	\$7,003,813	7,735,938
Miscellaneous Revenue	96,180	15,300	111,480	98,394	17,300	115,694
<b>Total Revenue</b>	<b>10,322,558</b>	<b>7,442,904</b>	<b>17,765,462</b>	<b>11,254,924</b>	<b>7,021,113</b>	<b>18,276,037</b>
Transfers In		258,585	258,585		255,000	255,000
Overhead Allocation	1,510,926		1,510,926	1,550,000		1,550,000
<b>Total Resources</b>	<b>11,833,484</b>	<b>7,701,489</b>	<b>19,534,973</b>	<b>12,804,924</b>	<b>7,276,113</b>	<b>20,081,037</b>
Use of Reserves				75,000	486,250	561,250
<b>Total (\$)</b>	<b>\$11,833,484</b>	<b>\$7,701,489</b>	<b>\$19,534,973</b>	<b>\$12,879,924</b>	<b>\$7,762,363</b>	<b>\$20,642,287</b>
<i>Expenses</i>						
Personnel	\$7,544,657	\$1,650,432	\$9,195,089	\$7,540,537	\$1,916,545	\$9,457,082
Operating	2,542,220	3,177,860	5,720,080	2,476,632	2,803,805	5,280,437
<b>Total Oper. Exp.</b>	<b>10,086,877</b>	<b>4,828,292</b>	<b>14,915,169</b>	<b>10,017,169</b>	<b>4,720,350</b>	<b>14,737,519</b>
Capital Outlay	479,456	363,100	842,556	1,308,699	780,349	2,089,048
Lapse Time	(180,000)		(180,000)			
Overhead		1,510,926	1,510,926		1,550,000	1,550,000
Debt Payments	1,088,566	992,346	2,080,912	1,088,566	1,020,050	2,108,616
Transfers Out	258,585		258,585	255,000		255,000
Appr. Reserves	100,000	6,825	106,825			
<b>Total Use (\$)</b>	<b>\$11,833,484</b>	<b>\$7,701,489</b>	<b>\$19,534,973</b>	<b>\$12,669,434</b>	<b>\$8,070,749</b>	<b>\$20,740,183</b>

**FY2018 Budgeted**

<b>Government Funds</b>	<b>Enterprise Funds</b>	<b>Total Funds</b>
<b>Revenues</b>		
\$ 8,637,290		\$ 8,637,290
471,500		471,500
759,535	\$305,000	1,064,535
54,248		54,248
942,500	7,378,627	8,321,127
116,180	18,000	134,180
<b>10,981,253</b>	<b>7,701,627</b>	<b>18,682,880</b>
	266,401	266,401
1,515,030		1,515,030
<b>12,496,283</b>	<b>7,968,028</b>	<b>20,464,311</b>
194,000		194,000
<b>\$12,690,283</b>	<b>\$7,968,028</b>	<b>\$20,658,311</b>
<b>Expenses</b>		
\$7,855,326	\$1,955,344	\$9,810,670
2,605,509	3,149,705	5,755,214
<b>10,460,835</b>	<b>5,105,049</b>	<b>15,565,884</b>
804,500	325,000	1,129,500
(180,000)		(180,000)
	1,515,030	1,515,030
1,238,547	1,022,949	2,261,496
266,401		266,401
100,000		100,000
<b>\$ 12,690,283</b>	<b>\$ 7,968,028</b>	<b>\$ 20,658,311</b>

The increase from FY2017 Budget to FY2018 is attributable to:

Salary and benefits	
Increase in health insurance	\$270,000
Cost of living increase	120,000
Lowest paid workers' salary adj	65,000
Operating expenses	
Tipping fees	17,000
Street lights	10,000
Increase in attorney costs	40,000
Human Services grants	25,000
Dispatcher savings	(112,000)
Other items	
Pine Street event	17,000
Leonard's Lane sidewalks	350,000
Sailwinds Wharf debt	150,000
Other items	96,799
Total increase	856,799

# Sources and Uses: Enterprise Funds

	FY2017 Budget					FY2017 Projected				
	Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds	Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds
<b>Revenues</b>										
Other Gov't.		\$240,000			\$240,000					
Charges for Serv.	\$373,800	4,259,700	\$1,954,104	\$600,000	7,187,604	\$ 346,201	\$4,201,213	\$1,856,399	\$600,000	\$7,003,813
Miscellaneous Revenue	300	1,500	13,500		15,300	1,300	2,500	13,500		17,300
<b>Total Revenue</b>	<b>374,100</b>	<b>4,501,200</b>	<b>1,967,604</b>	<b>600,000</b>	<b>7,442,904</b>	<b>347,501</b>	<b>4,203,713</b>	<b>1,869,899</b>	<b>600,000</b>	<b>7,021,113</b>
Transfers In	258,585				258,585	255,000				255,000
<b>Total Resources</b>	<b>632,685</b>	<b>4,501,200</b>	<b>1,967,604</b>	<b>600,000</b>	<b>7,701,489</b>	<b>602,500</b>	<b>4,203,713</b>	<b>1,869,899</b>	<b>600,000</b>	<b>7,276,113</b>
Use of Reserves							486,250			486,250
<b>Total (\$)</b>	<b>\$632,685</b>	<b>\$4,501,200</b>	<b>\$1,967,604</b>	<b>\$600,000</b>	<b>\$7,701,489</b>	<b>\$602,501</b>	<b>\$4,689,963</b>	<b>\$1,869,899</b>	<b>\$600,000</b>	<b>\$7,762,363</b>
<b>Expenses</b>										
Personnel	\$106,222	\$50,506	\$893,704	\$600,000	\$1,650,432	\$100,141	\$52,704	\$893,700	\$870,000	\$1,916,545
Operating	163,540	2,110,570	903,750		3,177,860	147,360	1,843,070	813,375		2,803,805
<b>Total Oper. Exp.</b>	<b>269,762</b>	<b>2,161,076</b>	<b>1,797,454</b>	<b>600,000</b>	<b>4,828,392</b>	<b>247,501</b>	<b>1,895,774</b>	<b>1,707,075</b>	<b>870,000</b>	<b>4,720,350</b>
Capital Outlay		205,000	158,100		363,100		647,249	133,100		780,349
Overhead	107,923	1,403,003			1,510,926	100,000	1,450,000			1,550,000
Debt Payments	255,000	725,296	12,050		992,346	255,000	753,000	12,050		1,020,050
Transfers Out										-
Appr. Reserve		6,825			6,825					-
<b>Total Use(\$)</b>	<b>\$632,685</b>	<b>\$4,501,200</b>	<b>\$1,967,604</b>	<b>\$600,000</b>	<b>\$7,701,489</b>	<b>602,501</b>	<b>\$4,746,023</b>	<b>\$1,852,225</b>	<b>\$870,000</b>	<b>\$8,070,749</b>

**FY2018 Budgeted**

<b>Marina</b>	<b>Sewer</b>	<b>Municipal Utilities Commission</b>	<b>Internal Service Fund</b>	<b>Total Funds</b>
<i>Revenues</i>				
\$65,000	\$240,000			\$305,000
362,800	4,229,653	\$1,916,174	\$870,000	7,378,627
2,000	1,500	14,500		18,000
<b>429,800</b>	<b>4,471,153</b>	<b>1,930,674</b>	<b>870,000</b>	<b>7,701,627</b>
266,401				266,401
<b>696,201</b>	<b>4,471,153</b>	<b>1,930,674</b>	<b>870,000</b>	<b>7,968,028</b>
<b>\$696,201</b>	<b>\$4,471,153</b>	<b>\$1,930,674</b>	<b>\$870,000</b>	<b>\$7,968,028</b>
<i>Expenses</i>				
\$111,903	\$58,252	\$915,189	\$870,000	\$1,955,344
165,194	2,100,811	883,700		3,149,705
<b>277,097</b>	<b>2,159,063</b>	<b>1,798,889</b>	<b>870,000</b>	<b>5,104,049</b>
65,000	160,000	100,000		325,000
99,104	1,396,191	19,735		1,515,030
255,000	755,899	12,050		1,022,949
				-
				-
<b>\$696,201</b>	<b>\$4,471,153</b>	<b>\$1,930,674</b>	<b>\$870,000</b>	<b>\$7,968,028</b>

## Budgeted Expenses by Department and Division

(includes operating and capital expenses)

	FY2017	FY2018
Mayor	\$ 27,408	\$ 17,720
Commissioners	115,071	129,032
City Manager	233,892	294,572
Finance	448,954	468,353
Information Technology	252,984	241,629
City Attorney	114,100	153,500
<b>Administration</b>	<b>1,192,409</b>	<b>1,304,806</b>
Office of the Chief	787,384	898,519
Patrol	3,486,558	3,389,022
Special Operations	673,559	697,390
<b>Cambridge Police Department</b>	<b>4,947,501</b>	<b>4,984,931</b>
Rescue Fire Company	623,491	620,539
<b>Rescue Fire Company</b>	<b>623,491</b>	<b>620,539</b>
Public Works Administration	370,129	399,481
Engineering Services	317,104	345,338
Planning and Zoning	159,517	173,614
Economic Development	211,715	136,671
Special Events	108,437	134,400
Community Development	N/A	25,000
Municipal Properties	1,633,426	1,723,475
Building Safety Services	306,031	269,433
Fleet Maintenance	105,003	115,032
Sanitation and Waste	732,775	883,201
Highways and Streets	947,361	1,387,961
<b>Department of Public Works</b>	<b>4,891,498</b>	<b>5,593,606</b>
Lapse Time	<b>(180,000)</b>	<b>(180,000)</b>
Appropriated Reserves- General	100,000	100,000
Transfer	258,585	266,401
<b>Non-operating Items</b>	<b>178,585</b>	<b>186,401</b>
<b>General Fund</b>	<b>11,833,484</b>	<b>12,690,283</b>
Marina	632,685	696,201
<b>Marina Fund</b>	<b>632,685</b>	<b>696,201</b>
Sewer Services	4,335,369	4,308,820
Utility Maintenance	159,006	162,333
Appropriated Reserves- Sewer	6,825	N/A
<b>Sewer Fund</b>	<b>4,501,200</b>	<b>4,471,153</b>
MUC Administration	720,212	735,084
MUC Distribution	1,247,392	1,195,590
<b>Municipal Utilities Commission</b>	<b>1,967,604</b>	<b>1,930,674</b>
ISF - Health Insurance	600,000	870,000
<b>ISF - Health Insurance</b>	<b>600,000</b>	<b>870,000</b>
	<b>\$ 19,534,973</b>	<b>\$ 20,658,311</b>

# About Cambridge

## Directory of Officials and Advisory Bodies

### Mayor

Victoria Jackson-Stanley

### Commissioners

Stephen W. Rideout	Ward 1
Donald Sydnor	Ward 2
La-Shon Foster	Ward 3
David Cannon	Ward 4
Robert Hanson	Ward 5

### Management Team

Sandra Tripp-Jones	City Manager
Mark Lewis	Chief of Police (Interim)
Ginger Heatwole	Director of Finance
Oden Wheeler, Jr	Director of Public Works
Brian Willey	Fire Chief
Jane Dorman	Water Resource Administrator

### Commissions and Boards

#### **Municipal Utilities Commission**

Megan Nabb Holotick  
Glenn Ford, Sr.  
Andy Pasden  
Steve Williams  
Joseph Brooks

#### **Housing Authority Board**

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

**Planning & Zoning  
Commission**

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

**Board of  
Appeals**

William Clyde  
Ted A. Brooks  
**\*\*Vacant\*\***  
Brian Manning  
Dormaim Green  
*ALTERNATE:* Robin M. Sample

**Police Board**

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

**Housing Board  
of Review**

Enez Stafford Grubb  
Carlton E. Stanley  
**\*\*Vacant\*\***  
**\*\*Vacant\*\***  
Mike Edgar  
Janeen V. Ford  
William Jackson

**Historic Preservation  
Commission**

George Vojtech  
Sharon B. Smith  
Ron Berman  
Herschel Johnson  
Susan Morgan  
*ALTERNATE:* Janice Olshesky

**Ethics Commission**

Gregory Meekins  
**\*\*Vacant\*\***  
Kisha Petticolas  
*ALTERNATE:* Michael Schrader

**ADA Committee**

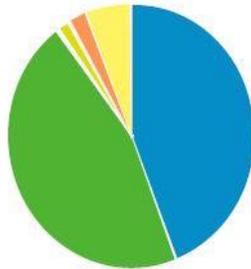
Joy Henderson  
Portia Johnson-Ennals  
Nick Grande  
Roger Harrell

Carlos Wilson  
Louise White  
Anne Whaples

# Statistical Data - City Demographics

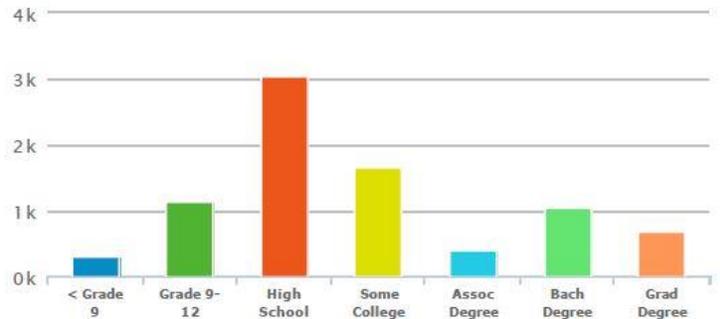
## Ethnicity Distribution (2016)

- White (non-hispanic)
- Black (non-hispanic)
- American Indian (non-hispanic)
- Asian (non-hispanic)
- Pacific Islander (non-hispanic)
- Other (non-hispanic)
- Multirace (non-hispanic)
- Hispanic



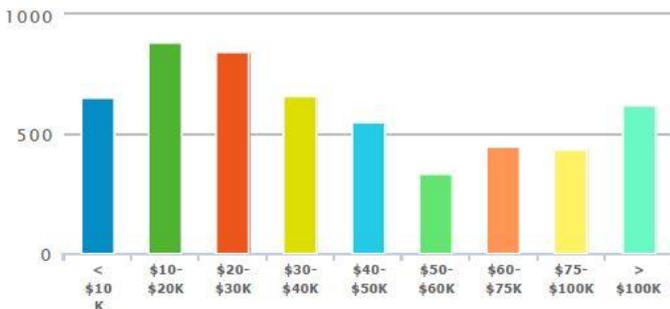
	TOTAL	%
<b>White (non-hispanic)</b>	5,511	44.13
<b>Black (non-hispanic)</b>	5,688	45.55
<b>American Indian (non-hispanic)</b>	38	.3
<b>Asian (non-hispanic)</b>	195	1.56
<b>Pacific Islander (non-hispanic)</b>	5	.04
<b>Other (non-hispanic)</b>	1	.01
<b>Multirace (non-hispanic)</b>	303	2.43
<b>Hispanic</b>	746	5.97

## Education Attainment (2016)



	TOTAL	%
<b>Population Age 25+</b>	8,315	
<b>&lt; Grade 9</b>	308	3.7
<b>Grade 9-12</b>	1,145	13.77
<b>High School</b>	3,055	36.74
<b>Some College</b>	1,663	20
<b>Assoc Degree</b>	403	4.85
<b>Bach Degree</b>	1,039	12.5
<b>Grad Degree</b>	702	8.44

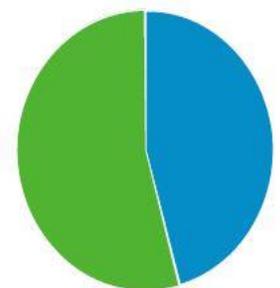
## Household Income Distribution (2016)



	TOTAL	%
<b>Average Household Income</b>	34,630	
<b>&lt; \$10 K</b>	657	12.08
<b>\$10-\$20K</b>	882	16.21
<b>\$20-\$30K</b>	849	15.61
<b>\$30-\$40K</b>	659	12.11
<b>\$40-\$50K</b>	551	10.13
<b>\$50-\$60K</b>	336	6.18
<b>\$60-\$75K</b>	449	8.25
<b>\$75-\$100K</b>	439	8.07
<b>&gt; \$100K</b>	619	11.38

## Total Number of Housing (2016)

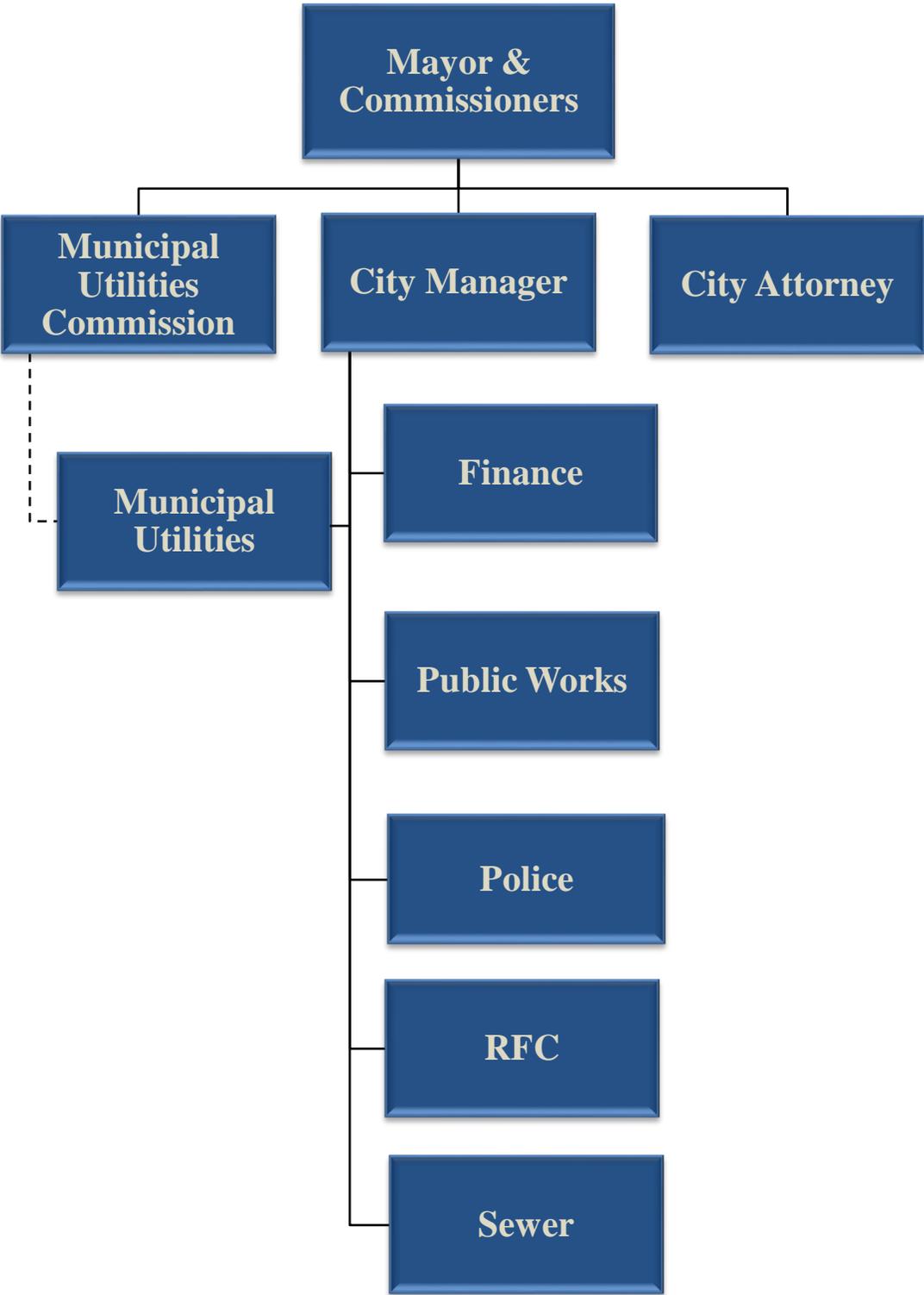
- Owner-Occupied Dwellings
- Renter-Occupied Dwellings



	TOTAL	%
<b>Total Dwellings</b>	6,396	
<b>Owner-Occupied Dwellings</b>	2,486	45.7
<b>Renter-Occupied Dwellings</b>	2,954	54.3
<b>Housing Units Occupied</b>	5,440	85.05

\*Source: US Department of Commerce

# 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."

### 2018 Budget Development Process:

November: Council Goals work session

December: Budget instructions to Department Directors  
First revenue estimates  
Capital Projects Work Session

January: Departments submit first draft of budgets, any new budget requests  
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 Work Session with City Council  
Budget issues presented to the Finance Committee for recommendations to Council  
Revenue estimates update  
Finalization of balancing revenues to budget  
Finalization of document narratives, performance measures and goals  
Second Council Goals work session  
Document production

April 20: File 2018 Proposed Operating and Capital Program  
April 24: Initial Budget Presentations; Open Public Hearing  
  
May Budget presentations and public hearings  
  
May 15 Special Regular Meeting to give staff directions  
  
May 22 First reading of the Budget Ordinance  
  
June 12 Second reading, 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 and City Council 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 based on 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, Informational 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, 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, Marina, MUC 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
- Fleet Services
- Highway and Streets

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

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

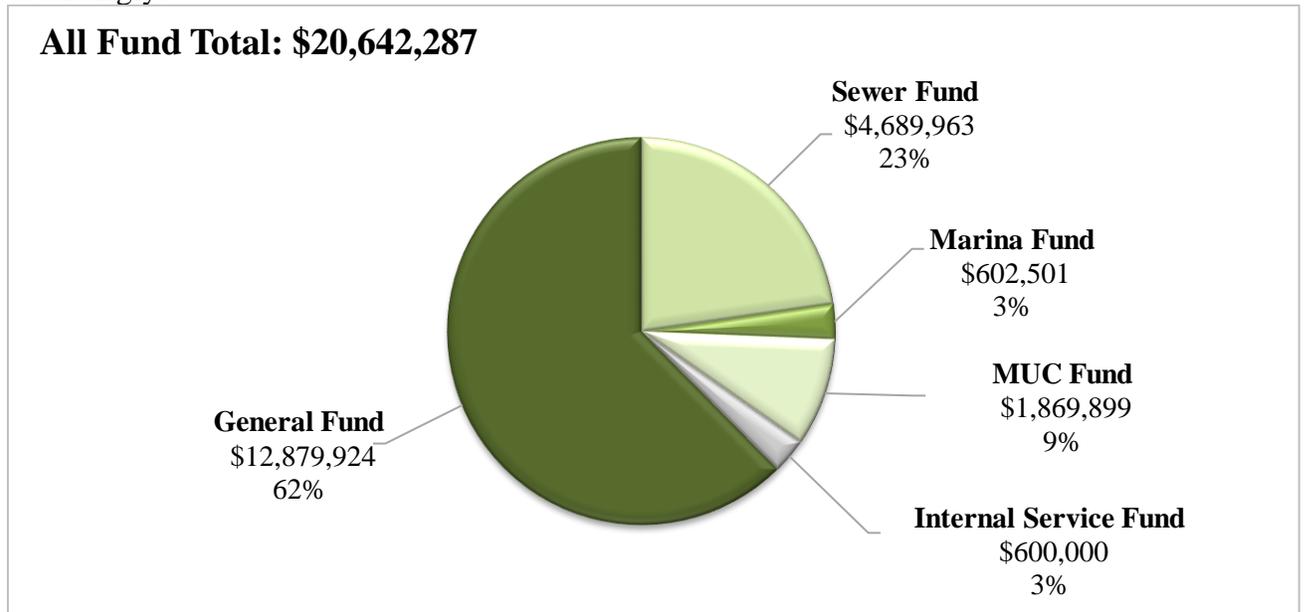
8% of the following departments are allocated to the Municipal Utilities Fund

- Mayor
- Commissioners
- City Manager
- Finance
- Information Technology
- City Attorney
- Engineering Services
- Various indirect expenses of Municipal Utilities are charged back to the General Fund.

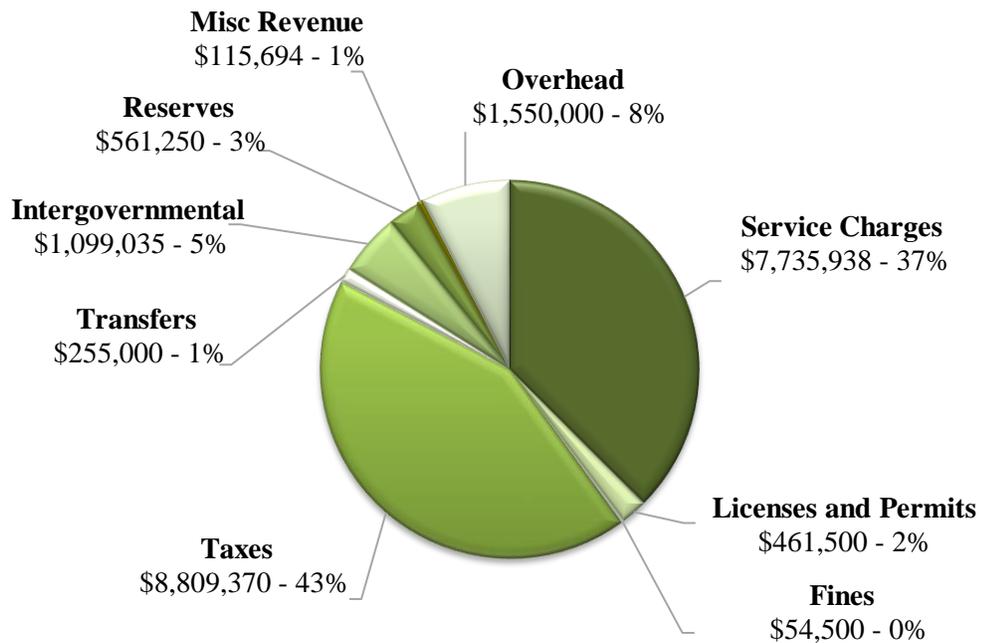
# 2017 Projected Results

## Revenue Projections

For FY2017, we are anticipating about \$194,000 increase net position for the General Fund due to a onetime payment of income taxes from the State for prior years. This one-time payment is incorporated in the FY18 budget to finance capital projects. MUC is projected to have a slight excess of expenses over revenues due to repairs to a leak at Cambridge Creek. The Sewer is projected to have use reserves due to using prior year impact fees for sewer lines being installed in OakHill and a repair on Woods Road. The Internal Service Fund (health insurance) is projected to have a \$270,000-\$300,000 loss. In FY2018, we have increased our budgeted insurance costs accordingly.



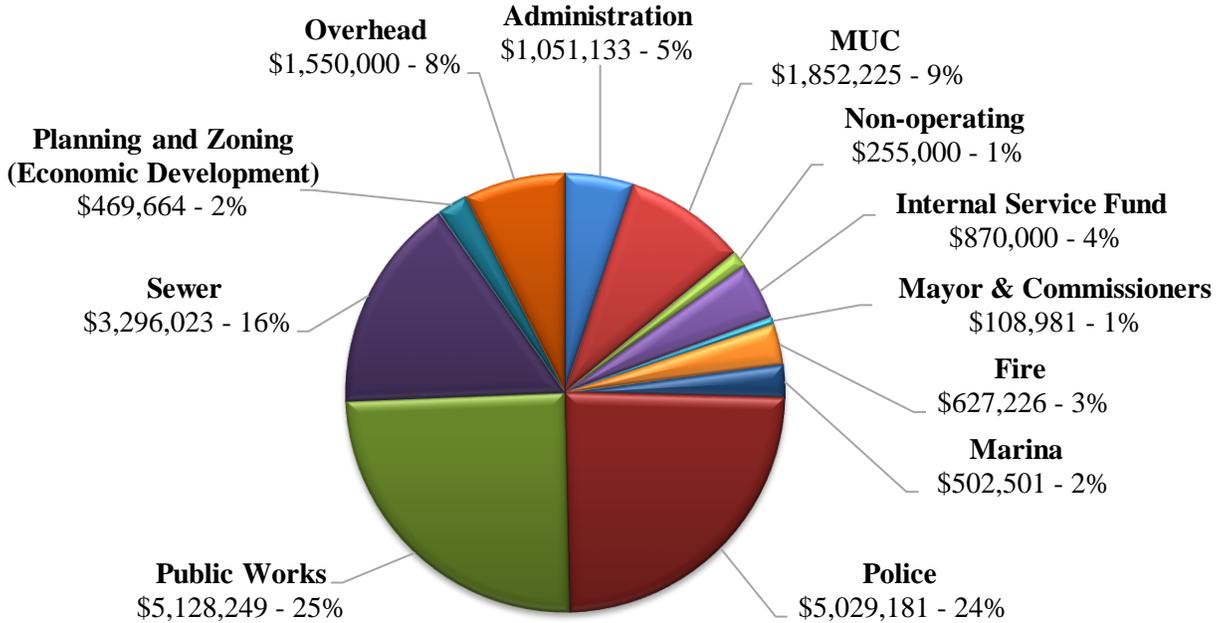
**By Category Total: \$20,642,287**



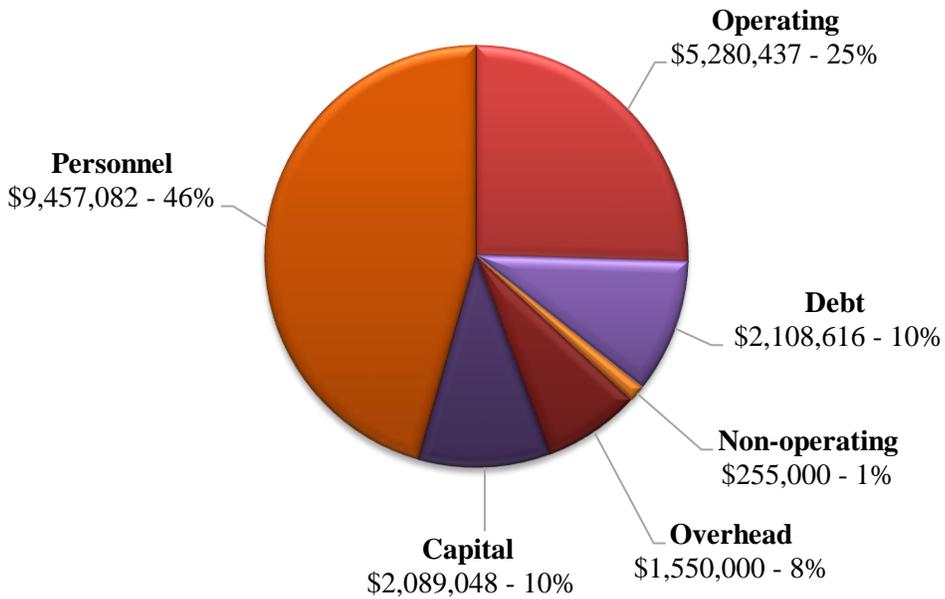
# 2017 Projected Results

## Expense Projections

**All Funds Total: \$20,740,183**



**By Category Total: \$20,740,183**

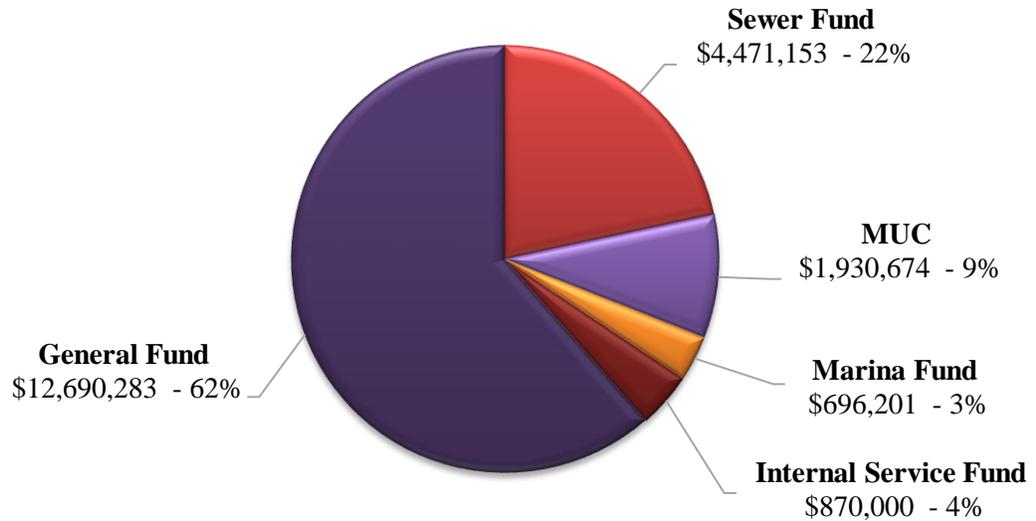


# 2018 City-Wide Budget

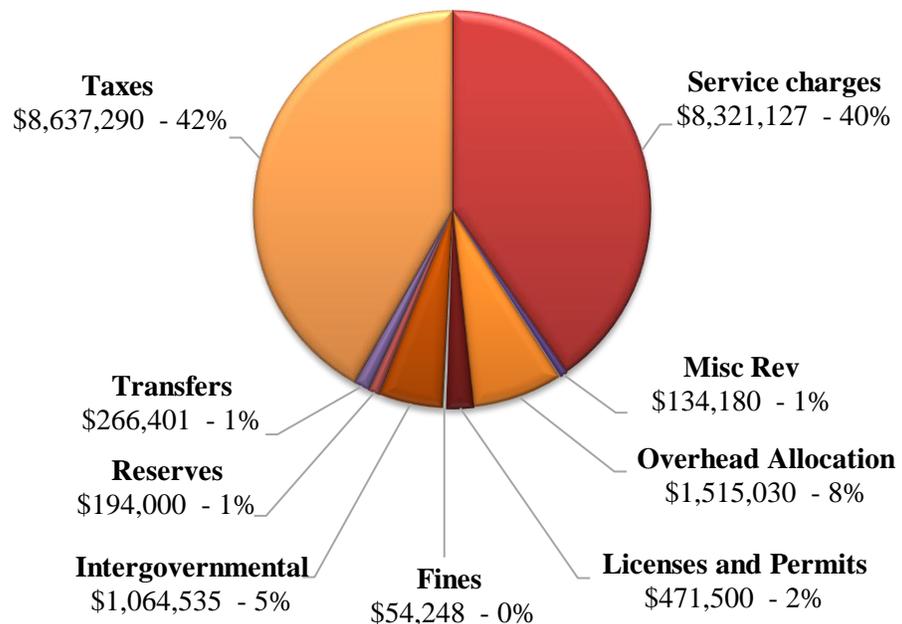
## City-Wide Revenues

Taxes and service charges are the largest revenue types at 42% and 40%, respectively. General Fund is the largest source of revenue at 62% followed by the Sewer Fund at 22%.

### All Funds By Type: \$20,658,311



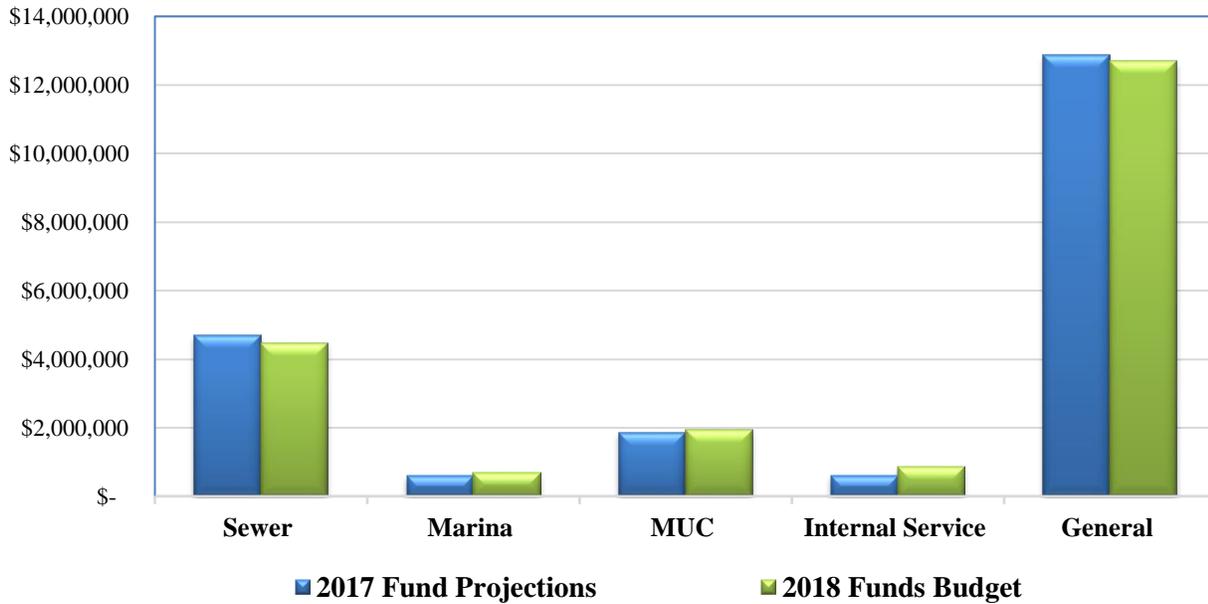
### All Funds By Category: \$20,658,311



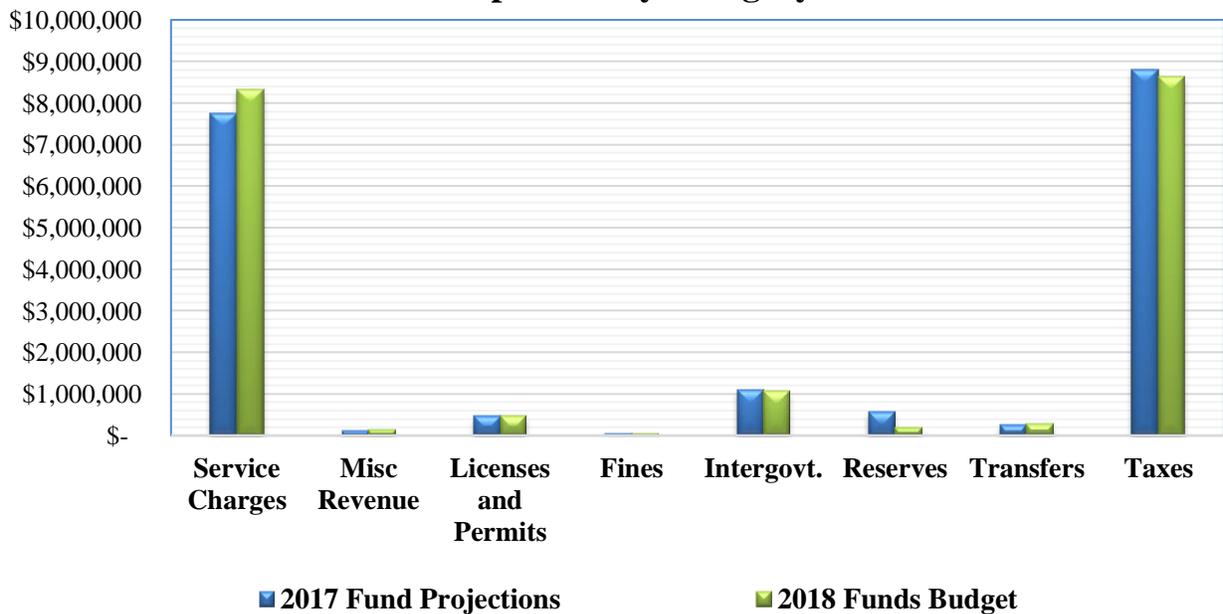
## 2 Year Comparison of All Fund Revenue

The comparison from 2017 Projections to 2018 Budget is stable. Service charges are increased due to increase in sanitation monthly charge of \$3. Taxes are higher in 2017 due to the \$194,000 one-time payment received.

### Comparison by Type



### Comparison by Category

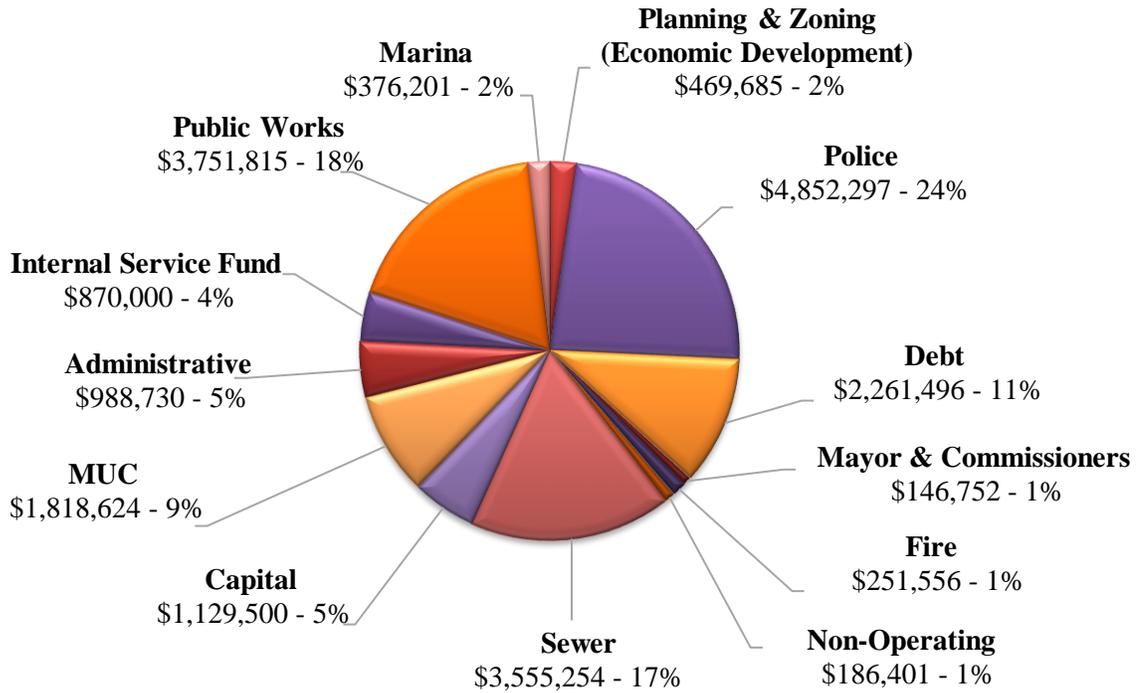


# FY2018 City-Wide Expenses

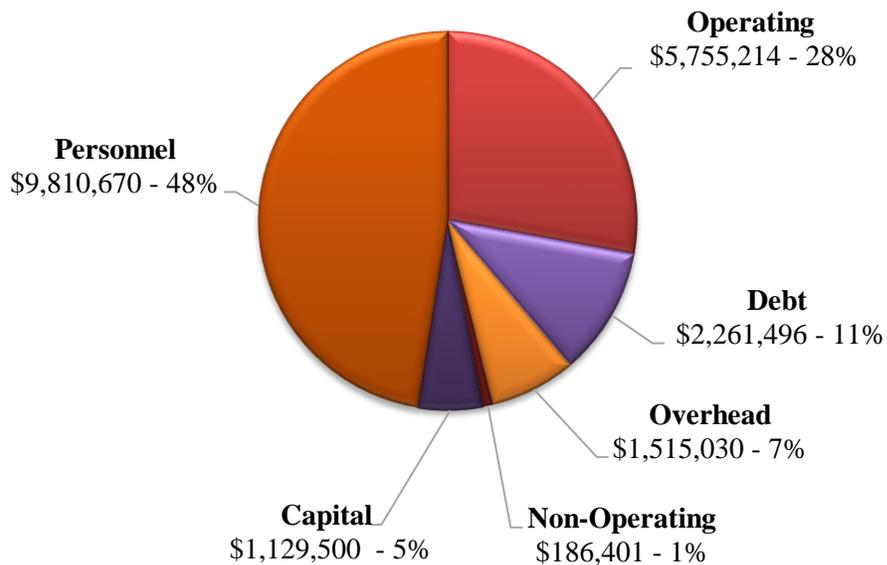
## City-Wide Expenses

City-wide the largest use of revenue is Police at 22% followed by Public Works at 17% and Sewer services at 16%.

### Expenses By Fund: \$20,658,311



### Expenses by Category: \$20,658,311



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

## 2 Year Comparison of Personnel and Operating Expense by Division

	FY2017	FY2018
Mayor	\$ 27,408	\$ 17,720
Commissioners	115,071	129,032
City Manager	233,892	294,572
Finance	288,340	304,529
Information Technology	213,984	236,129
City Attorney	114,100	153,500
<b>Administration</b>	<b>992,795</b>	<b>1,135,482</b>
Office of the Chief	734,750	845,885
Patrol	3,361,378	3,309,022
Special Operations	673,559	697,390
<b>Cambridge Police Department</b>	<b>4,769,687</b>	<b>4,852,297</b>
Rescue Fire Company	254,510	251,556
<b>Rescue Fire Company</b>	<b>254,510</b>	<b>251,556</b>
Public Works Administration	370,129	399,481
Engineering Services	317,104	345,338
Planning and Zoning	159,517	173,614
Economic Development	211,715	136,671
Special Events	108,437	134,400
Community Development	N/A	25,000
Municipal Properties	1,100,706	1,101,031
Building Safety Services	306,031	269,433
Fleet Maintenance	105,003	115,032
Sanitation and Waste	732,775	773,201
Highways and Streets	658,468	748,299
<b>Department of Public Works</b>	<b>4,069,885</b>	<b>4,221,500</b>
Marina	377,685	376,201
<b>Marina Fund</b>	<b>377,685</b>	<b>376,201</b>
Sewer Services	3,405,073	3,392,921
Utility Maintenance	159,006	162,333
Appropriated Reserves- Sewer	6,825	N/A
<b>Sewer Fund</b>	<b>3,570,904</b>	<b>3,555,254</b>
MUC Administration	708,162	723,034
MUC Distribution	1,089,292	1,095,590
<b>Municipal Utilities Commission</b>	<b>1,797,454</b>	<b>1,818,624</b>
ISF - Health Insurance	600,000	870,000
<b>ISF - Health Insurance</b>	<b>600,000</b>	<b>870,000</b>
<b>Capital Items</b>	<b>842,556</b>	<b>1,129,500</b>
<b>Debt Expense</b>	<b>2,080,912</b>	<b>2,261,496</b>
<b>Non-Operating Expense</b>	<b>178,585</b>	<b>186,401</b>
	<b>\$ 19,534,973</b>	<b>\$ 20,658,311</b>

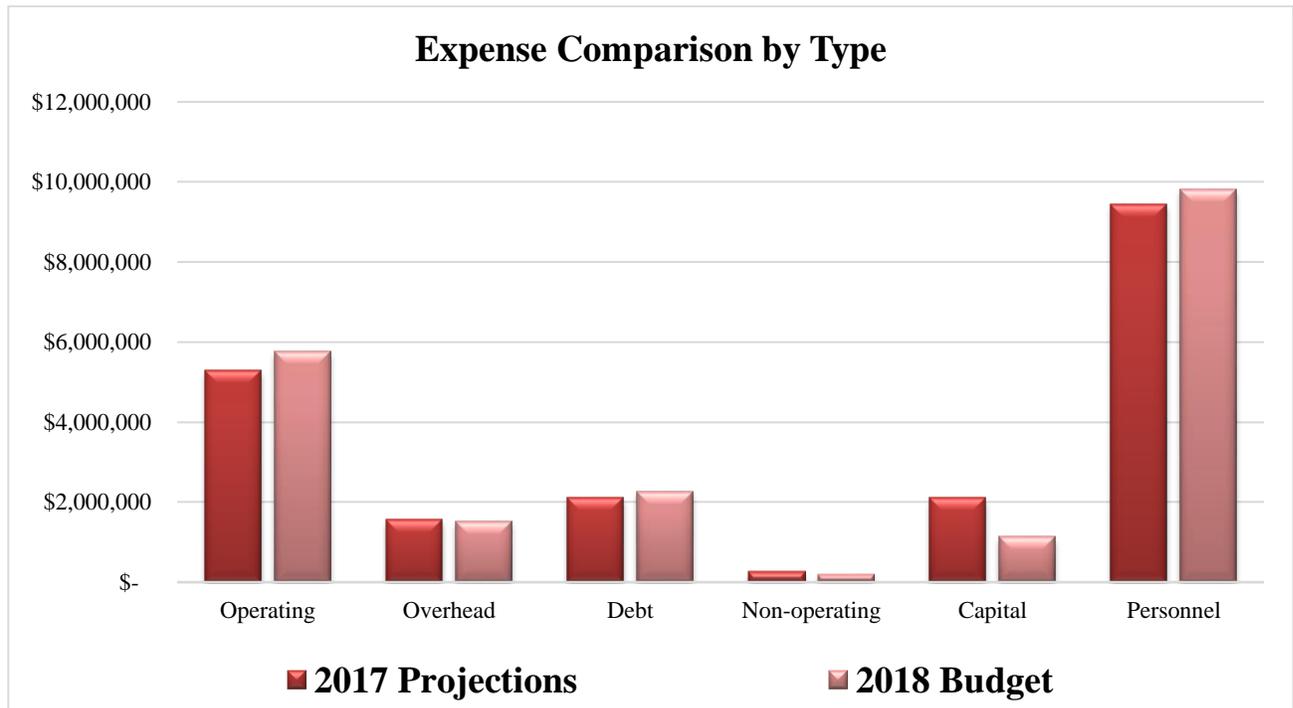
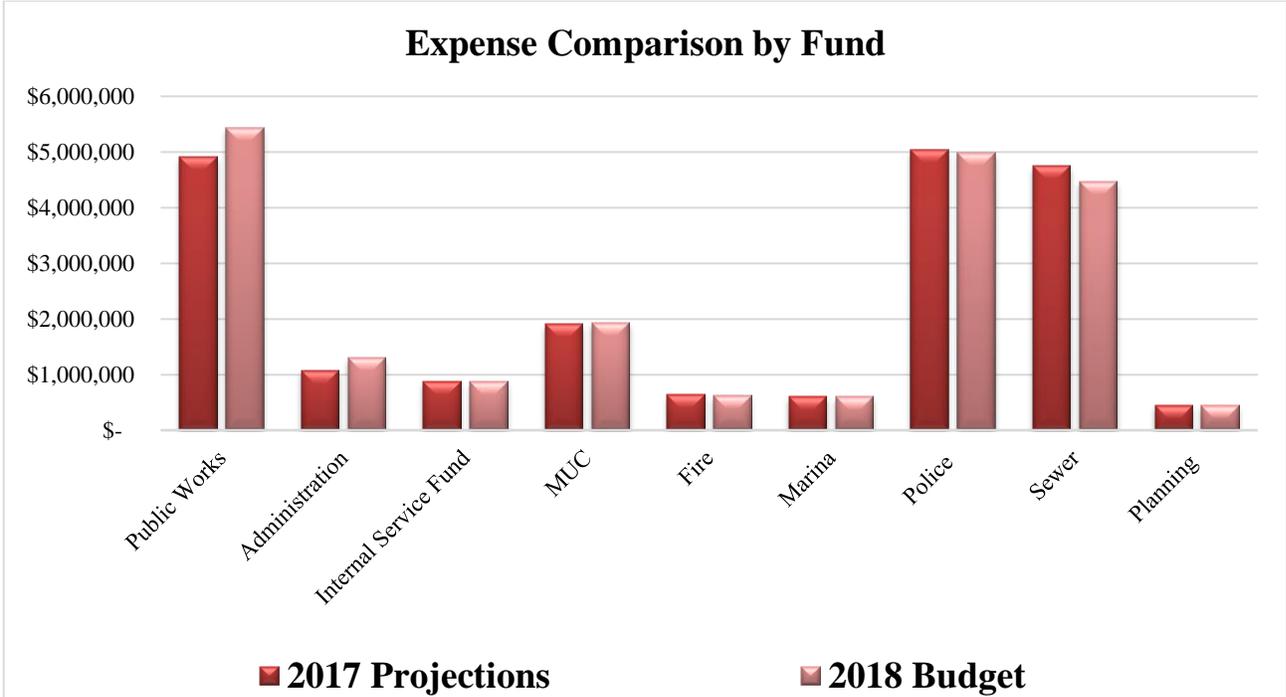
\*Note: schedule on pg 11 includes debt and capital in each division. This schedule excludes debt and capital

## Variance Explanations

<b>Division</b>	<b>Explanation</b>
All divisions	2% Cost of Living Adjustment; additional health insurance costs
City Manager	New position- Redevelopment (Sailwinds) project manager added in FY18
City Attorney	Additional costs for a new City Attorney
Office of the Chief	Reorganization of structure of the Police Department
Patrol	Reorganization of structure of the Police Department
Econ. Develop.	Elimination of Economic Director position
Special Events	Security costs for Reflections on Pine Street and reallocation of event overtime included
Municipal Properties	Reduction of utility costs and health costs due to better allocations
Building Safety	Elimination of Code Enforcement Officer never filled
Sanitation and Waste	Increase of wages for lowest workers and increased tipping costs
Highway and Streets	Increase of wages for lowest workers and increased repair costs
ISF-Health Insurance	Increase in health insurance costs
Capital Items	Repairs to Leonard's Lane Sidewalks (\$350,000) to be paid for by grant and Marina grant projects
Debt Expense	Increase due to paying for Sailwinds Long Wharf repair

# 2 Year Comparison of All Fund Expenses

Overall, most divisions remain the same. The increase in the Public Works department is due to potential sidewalks on Leonard’s Lane (contingent upon grant acceptance). Without considering capital expenses, the Public Works department only rose 2%. Personnel rose due to increased health insurance costs, cost of living increases, and wage adjustments for the lowest paid workers.

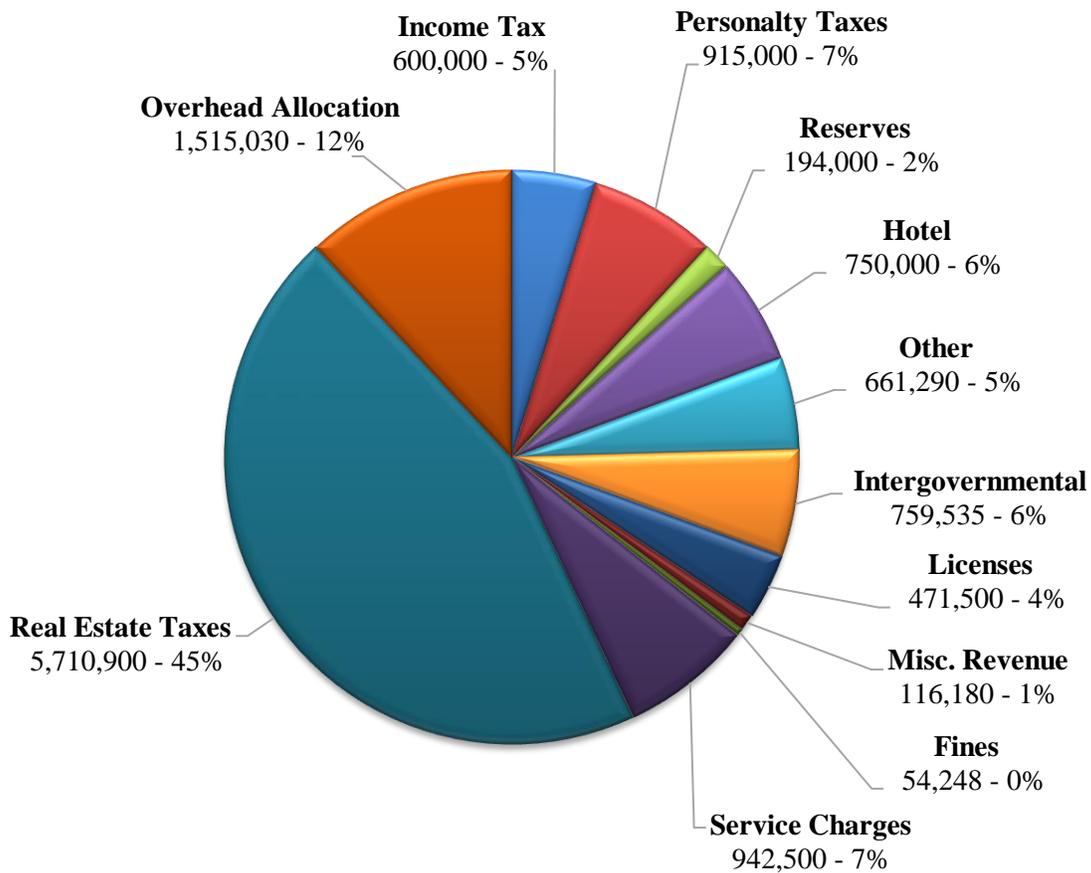


# 2018 General Fund Budget

## Fund Revenues

45% of General Fund revenue is comprised of taxes. Service charges, principally waste disposal charges, are 7% of total revenue. Intergovernmental revenue is 6% and is for committed grants and anticipated grants. As other grants are awarded, they will be appropriated into the budget.

**Fund Revenues: \$12,690,283**



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

<b>General Fund</b>					
<b>Account #</b>	<b>Description</b>	<b>FY16 Budgeted</b>	<b>FY16 Actual</b>	<b>FY17 Budgeted</b>	<b>FY18 Budgeted</b>
	<b>Taxes</b>				
001.000.31110	Real Estate	\$ 5,795,573	\$ 5,675,445	\$ 5,710,900	\$ 5,710,900
001.000.31120	Personalty	915,000	1,174,084	915,000	915,000
001.000.31200	Interest-Delinquent Taxes	110,000	106,772	140,000	140,000
001.000.31400	Income Tax	470,000	599,198	500,000	600,000
001.000.31520	Admissions & Amusements	73,000	79,212	75,000	78,000
001.000.31530	Hotel Room Tax	725,000	723,767	750,000	750,000
001.000.31590	Southside Landing Park	16,500	15,549	16,500	16,500
001.000.31660	Highway User Revenue	109,301	109,301	112,456	113,037
001.000.31670	SHA Grant	288,346	294,508	319,015	310,853
001.000.31700	Enterprise Zone Reimbursement	3,000	3,431	3,000	3,000
	<b>Total Taxes</b>	<b>8,505,720</b>	<b>8,781,267</b>	<b>8,541,871</b>	<b>8,637,290</b>
	<b>Licenses &amp; Permits</b>				
001.000.32230	Traders	32,000	34,402	33,000	33,000
001.000.32240	Licenses & Permits	10,000	7,380	8,000	8,000
001.000.32241	Plumbing Permits & Sewer Tap	38,280	10,700	12,000	12,000
001.000.32243	HVAC	14,250	4,675	14,000	14,000
001.000.32245	Electrical Permits	4,850	1,610	1,500	1,500
001.000.32320	Building & Equipment Permits	86,798	53,081	75,000	81,000
001.000.32340	Cable TV Franchise	86,000	138,269	111,000	133,000
001.000.32390	Rental Registration and Inspection Permit Fee	136,600	141,800	181,600	135,000
001.000.32325	Board-Up Permits	-	3,032	3,000	3,000
001.000.32335	Housing Authority Permits	-	-	51,000	51,000
	<b>Total Licenses and Permits</b>	<b>408,778</b>	<b>394,949</b>	<b>490,100</b>	<b>471,500</b>
	<b>Intergovernmental</b>				
001.000.33200	Federal P.I.L.O.T.	131,133	142,058	50,000	50,000
001.000.33303	State Aid Police Protection	210,740	198,022	201,337	201,337
001.000.33315	Financial Corporations	10,698	10,698	10,698	10,698
001.000.33760	County - PSB Rental	36,000	33,000	-	-
001.000.33506	County-Woods Road Light	500	1,000	500	500
001.000.33510	County Beer/Wine Licenses	5,000	5,000	5,000	5,000
001.000.33750	County Fireworks Contribution	2,000	2,000	2,000	2,000
001.000.33365	Cops Hiring Grant	-	50,428	91,472	140,000
Various	Various Grants	3,835,946	775,768	-	350,000
	<b>Total Intergovernmental</b>	<b>4,232,017</b>	<b>1,217,974</b>	<b>361,007</b>	<b>759,535</b>

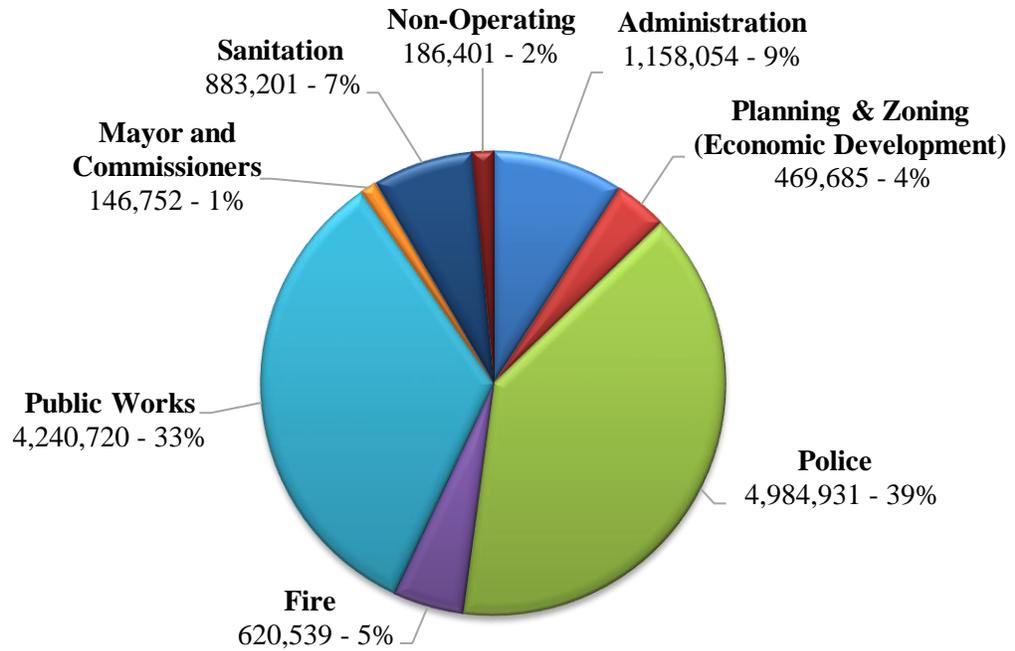
General Fund Cont.					
Account #	Description	FY16 Budgeted	FY16 Actual	FY17 Budgeted	FY18 Budgeted
	<b>Service Charges</b>				
001.000.34140	Dept. Public Works-Miscellaneous	15,000	8,249	12,000	12,000
001.000.34190	Delinquent Fees-Parking	1,000	1,012	1,000	1,000
001.000.34280	Energy Management- Ener-Noc	19,000	14,183	15,000	15,000
001.000.34321	Demolitions & street openings	-	38,091	5,000	2,500
001.000.34322	Waste Disposal Charges	625,000	642,004	650,000	827,000
001.000.34325	Property Cleanup	60,000	80,808	45,000	40,000
001.000.34915	Fire Dept / Hazmat Service Charges	10,000	1,954	5,000	5,000
001.000.36310	Police Officer Fees		9,293	45,400	40,000
	<b>Total Service Charges</b>	<b>730,000</b>	<b>795,594</b>	<b>778,400</b>	<b>942,500</b>
	<b>Fines &amp; Forfeitures</b>				
001.000.35100	Parking Citations	3,000	3,543	3,000	4,000
001.000.35101	Civil Citations	2,500	1,445	2,000	2,000
001.000.35102	Municipal Infractions	20,000	58,245	50,000	48,248
001.000.35103	Speed Camera Fines / Collections	-	10,085	-	-
	<b>Total Fines and Forfeitures</b>	<b>25,500</b>	<b>73,318</b>	<b>55,000</b>	<b>54,248</b>
	<b>Miscellaneous Revenue</b>				
001.000.36100	Interest-Savings	4,000	6,471	5,000	15,000
001.000.36902	Miscellaneous Interest	4,500	14,790	15,000	15,000
001.000.36903	Miscellaneous Revenue	7,000	181,336	10,000	10,000
001.000.36911	Tower Lease	24,480	19,965	24,480	24,480
001.000.36917	Electronic Sign Revenue	4,700	3,600	4,500	4,500
001.000.36300	Donations		5,901		
001.000.36920	Miscellaneous Rental Leases	2,000	18,653	37,200	47,200
	<b>Total Miscellaneous Revenue</b>	<b>46,680</b>	<b>250,716</b>	<b>96,180</b>	<b>116,180</b>
	<b>Other Revenue Sources</b>				
Various	Projected Debt Proceeds	573,000	9,505,939		
001.700.910	Overhead Allocation	*1,322,780		1,510,926	1,515,030
001.000.35101	Undesignated Reserve	182,078	-		194,000
	<b>Total Other Revenue Sources</b>	<b>2,077,858</b>	<b>9,505,939</b>	<b>-</b>	<b>1,709,030</b>
<b>Total General Fund Revenue</b>		<b>\$ 18,104,411</b>	<b>\$ 21,019,757</b>	<b>\$ 11,833,484</b>	<b>\$ 12,690,283</b>

\*imputed for comparison only

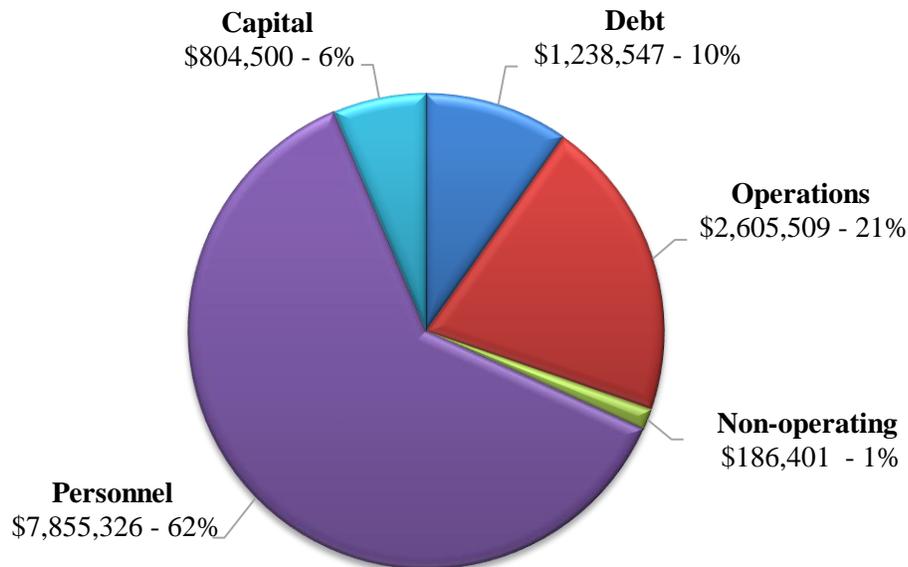
# 2018 General Fund Budget Fund Expenses

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.

## Operating & Capital Expenses by Type: \$12,690,283



## Operating & Capital Expenses by Category: \$12,690,283

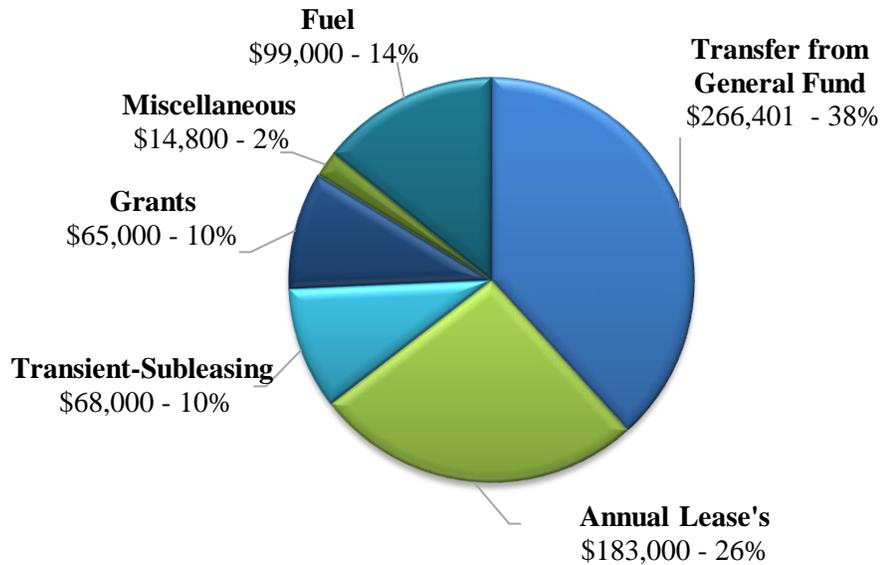


# 2018 Marina Fund Budget

## Fund Revenues

Marina Fund revenue is mostly supported by service charges. Because the fund is not self-supporting, \$266,401 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 FY2018.

**Total Revenues : \$696,201**



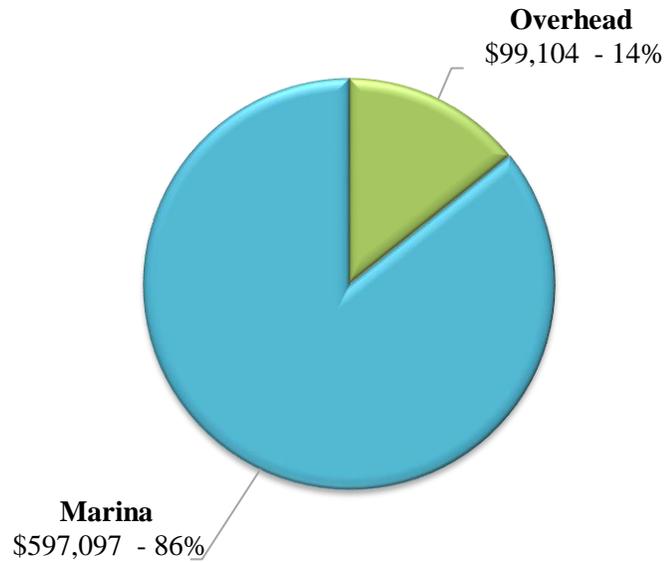
Account #	Description	FY16 Budgeted	FY16 Actual	FY17 Budgeted	FY18 Budgeted
	<b>Service Charges</b>				
102.000.34850	Boat Slip Rentals	\$ 190,000	\$ 196,816	\$ 191,000	\$ 183,000
102.000.34851	Boat Slip Electric	8,500	11,032	20,000	10,000
102.000.34860	Transients-Subleasing	60,000	41,705	68,000	68,000
102.000.34861	Seafood Buyer Rent	1,500	593	1,400	1,400
102.000.34862	Dockmaster- Miscellaneous	1,100	1,174	1,000	1,000
102.000.34863	Pump Out Station	1,300	470	400	400
102.000.34880	Marine Fuel	110,000	88,033	92,000	99,000
	<b>Total Service Charges</b>	<b>372,400</b>	<b>339,823</b>	<b>373,800</b>	<b>362,800</b>
	<b>Intergovernmental</b>				
102.000.37502	Grants				65,000
	<b>Total Intergovernmental</b>				<b>65,000</b>
	<b>Miscellaneous Revenue</b>				
102.000.36100	Interest-Savings	125	394	300	2,000
	<b>Total Miscellaneous Revenue</b>	<b>125</b>	<b>394</b>	<b>300</b>	<b>2,000</b>
	<b>Other Revenue Sources</b>				
	Transfer from the General Fund	195,667	133,302	258,585	266,401
	<b>Total Other Revenue Sources</b>	<b>195,667</b>	<b>133,302</b>	<b>258,585</b>	<b>266,401</b>
	<b>Total Marina Fund Revenue</b>	<b>\$ 568,192</b>	<b>\$ 473,519</b>	<b>\$ 632,685</b>	<b>\$ 696,201</b>

# 2018 Marina Fund Budget

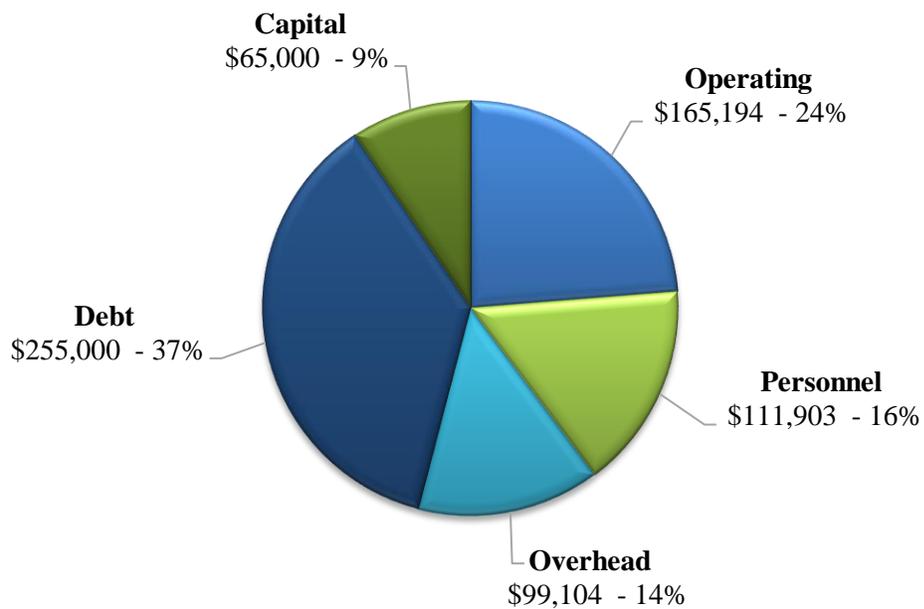
## Fund Expenses

Of the total, 86% is in direct costs and debt and 14% is for overhead expenses for the General Fund services support.

### Fund Expenses by Type: \$696,201



### Fund Expenses by Category: \$696,201

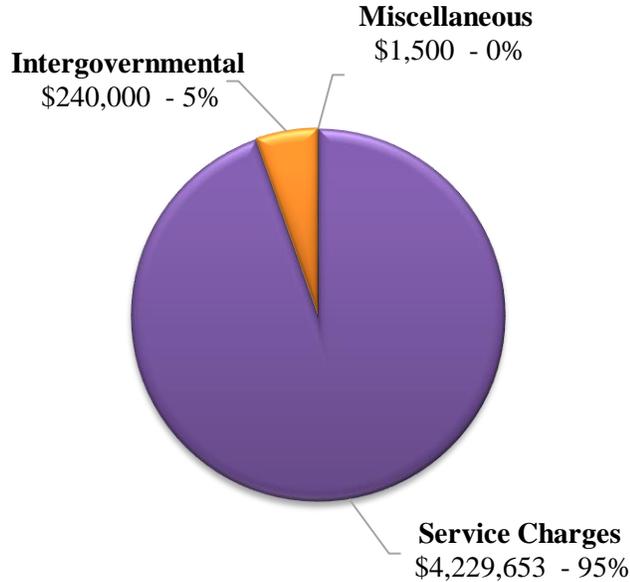


# 2018 Sewer Fund Budget

## Fund Revenues

Much of the Sewer Fund revenue is comprised of service charges of 92%. The 5% intergovernmental revenue is from an ENR operating grant.

**Total Revenues: \$4,627,153**

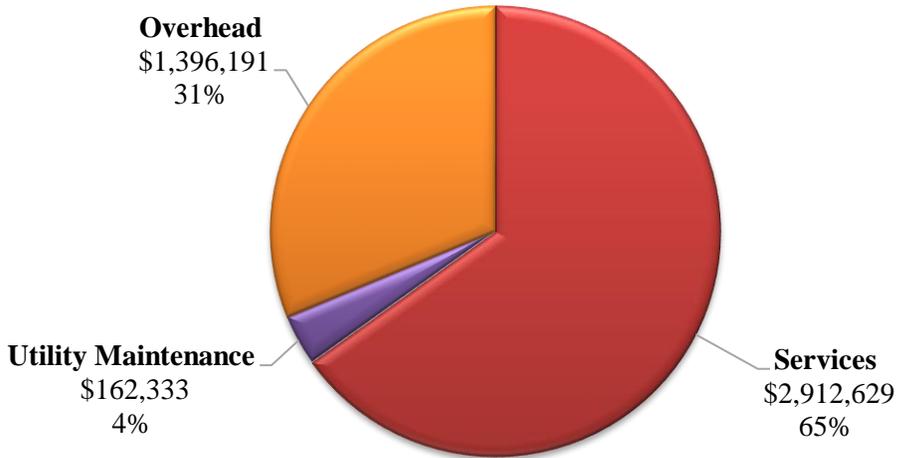


Account #	Description	FY16 Budgeted	FY16 Actual	FY17 Budgeted	FY18 Budgeted
	<b>Intergovernmental</b>				
401.000.33425	ENR Operating Grant	\$ 243,000	\$ 243,000	\$ 240,000	\$ 240,000
401.000.33427	WWTR ENR Upgrade Grant		313,648		
	<b>Total Intergovernmental</b>	<b>243,000</b>	<b>556,648</b>	<b>240,000</b>	<b>240,000</b>
	<b>Service Charges</b>				
401.000.34410	Sewer Service	3,571,000	3,523,107	3,704,000	3,673,953
401.000.34412	Sanitary #4 Sewer Charge	105,000	107,448	107,800	107,800
401.000.34413	Sanitary #1 Sewer Charge	209,000	211,331	210,400	210,400
401.000.34414	Sanitary #3 Sewer Charge	33,000	32,691	32,800	32,800
401.000.34415	Sanitary District #7	109,000	108,345	108,100	108,100
401.000.34416	Horn Point Sewer	26,000	24,734	33,000	33,000
401.000.34420	Pollution Control-Septic	65,000	58,543	60,000	60,000
401.000.34421	Sewer Connections	-	800	1,600	1,600
401.000.34422	Discharge Service	3,000	2,000	2,000	2,000
	<b>Total Service Charges</b>	<b>4,121,000</b>	<b>4,068,999</b>	<b>4,259,700</b>	<b>4,229,653</b>
	<b>Miscellaneous Revenue</b>				
401.000.36100	Interest-Savings	1,000	1,857	1,500	1,500
	<b>Total Miscellaneous Revenue</b>	<b>1,000</b>	<b>1,857</b>	<b>1,500</b>	<b>1,500</b>
	<b>Total Sewer Fund Revenue</b>	<b>\$ 4,365,000</b>	<b>\$ 4,627,504</b>	<b>\$ 4,501,200</b>	<b>\$ 4,471,153</b>

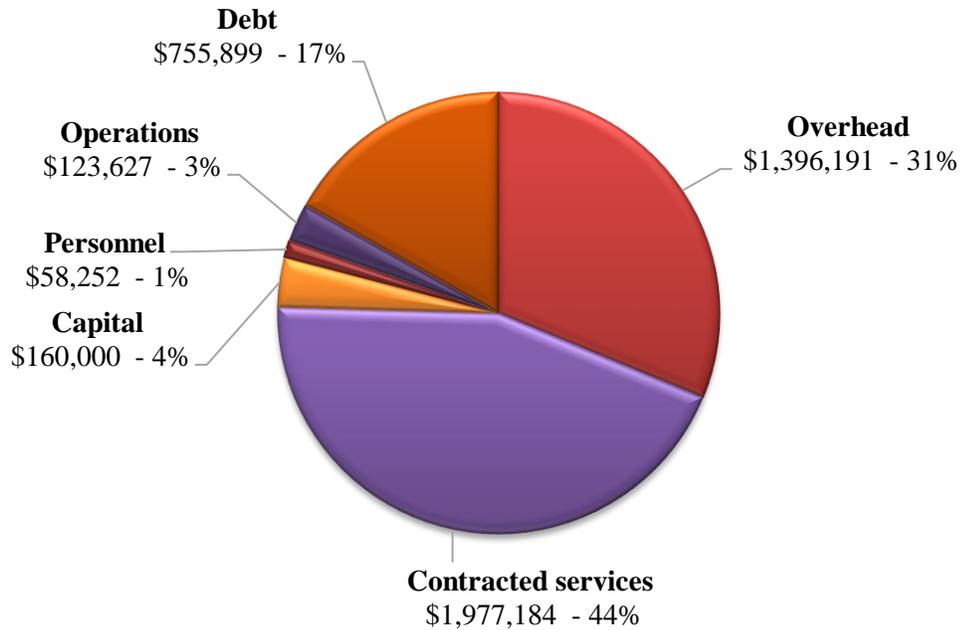
# Fund Expenses

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.

## Fund Expenses by Type: \$4,471,153



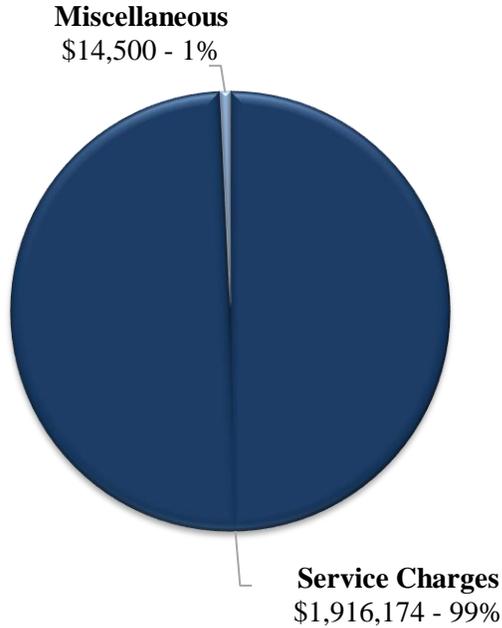
## Fund Expenses by Category: \$4,471,153



# 2018 MUC Fund Budget Fund Revenues

99% of the revenue is comprised of service charges.

**FY18 M.U.C. Revenues: \$1,930,674**

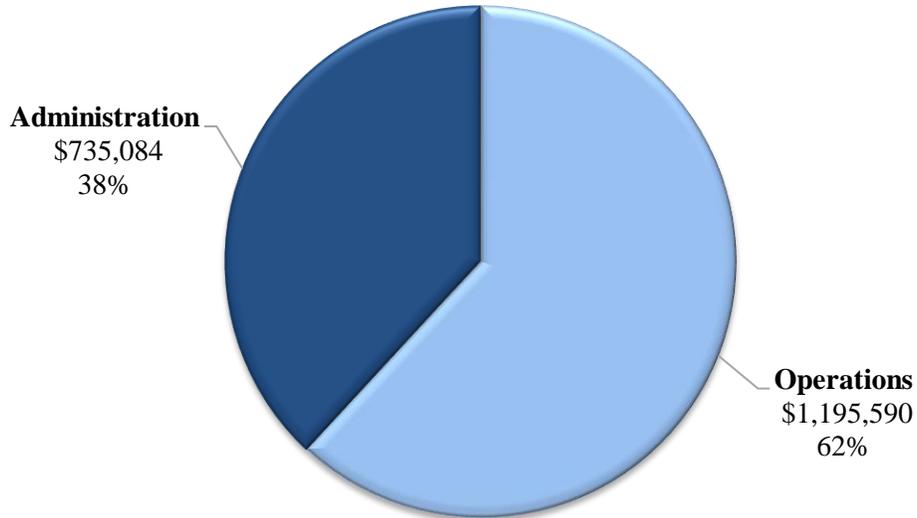


Account #	Description	FY16 Budgeted	FY16 Actual	FY17 Budgeted	FY18 Budgeted
	<b>Service Charges</b>				
10-400-110	Water Sales	\$ 1,663,276	\$ 1,520,021	\$ 1,780,104	\$ 1,732,174
10-400-141	Miscellaneous Sales	75,000	82,155	75,000	80,000
10-400-121	Fire-Line Charges	24,000	28,339	28,000	29,000
10-400-151	Penalty Fees	65,000	67,715	66,000	70,000
10-400-154	Meter Install Fees	5,000	75	5,000	5,000
	<b>Total Service Charges</b>	<b>1,832,276</b>	<b>1,698,305</b>	<b>1,954,104</b>	<b>1,916,174</b>
	<b>Miscellaneous Revenue</b>				
10-400-152	Interest Income	1,500	6,752	1,500	2,500
10-400-155	Bay Restoration Fund reimbursement	24,000	11,542	12,000	12,000
	<b>Total Miscellaneous Revenue</b>	<b>25,500</b>	<b>18,294</b>	<b>13,500</b>	<b>14,500</b>
	<b>Total MUC Revenue</b>	<b>\$ 1,857,776</b>	<b>\$ 1,716,599</b>	<b>\$ 1,967,604</b>	<b>\$ 1,930,674</b>

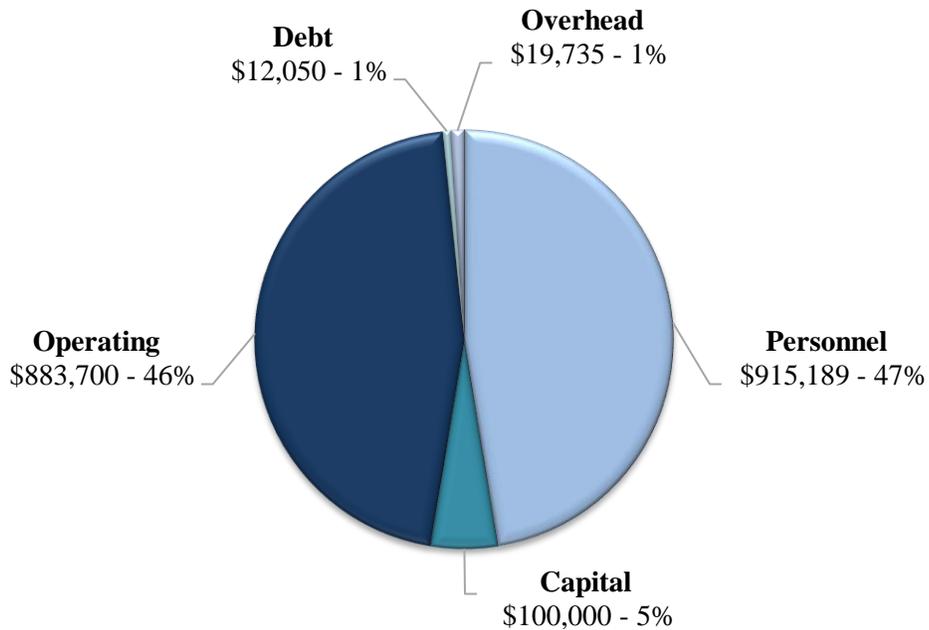
# Fund Expenses

64% of total expenditures are the cost to operate and distribute water. 36% is the cost to administer the MUC.

## Fund Expenses by Type: \$1,930,674



## Fund Expense by Category: \$1,930,674



# 2018 Internal Service Fund Budget

## Health Insurance Fund Revenues and Expenses

This is a new fund created in FY17 which charges anticipated health insurance costs to other funds.

Account #	Description	FY17 Budgeted	FY18 Budgeted
	Service Charges		
301-000-32400	Charge for Health Insurance	600,000	870,000
	<b>Total Service Charges</b>	<b>600,000</b>	<b>870,000</b>
	<b>Total ISF- Health Insurance Fund Revenue</b>	<b>600,000</b>	<b>870,000</b>

### Health Insurance Fund Reconciliation

**Revenue**

Service charges	\$870,000
Total Revenue	870,000

**Expenses**

Projected costs	1,279,667
Employee contributions	(210,667)
Retiree contributions	(43,000)
MUC costs	(156,000)
<b>Total Expenses</b>	<b>*\$870,000</b>

\*Net costs to General Fund, Sewer and Marina

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

# Total Outstanding City Debt

The City has a total of \$17 million in outstanding general and enterprise debt. The City plans to draw up to two million dollars on a line of credit during FY2018 to finance Long Wharf repairs. After the project is completed, it will be converted into a long-term debt.

General Debt Summary	Year	Outstanding Principal	Interest Rate	Final Maturity	2018 Principal and Interest
FY15 police cars note payable	2015	\$ 42,175	1.95%	2018	\$ 25,470
Street sweeper note payable	2013	72,880	2.27%	2018	35,662
Software note payable	2013	85,410	4.73%	2018	45,824
FY16 police cars note payable	2016	65,629	1.89%	2019	26,894
Line of credit note payable (payable on demand)	2008	492,585	3.25%	2021	118,000
Fire truck note payable	2015	433,092	2.14%	2022	76,981
Building mortgage	2013	163,627	3.69%	2028	17,411
Riverwalk note payable ^	2004	9,720	0%	2028	810
Department of Natural Resources note payable	2004	145,899	0%	2029	11,223
Long Wharf repair	2018	2,000,000	variable	TBD	150,000
2016 Bond- Public Refunding <	2016	\$ 8,695,000	2.06%	2031	\$ 730,000
<b>Total General Debt: \$12,206,017</b>					

Enterprise Debt Summary	Year	Outstanding Principal	Interest Rate	Final Maturity	2018 Principal and Interest
2001 Bond- Sewer	2001	\$ 3,056,890	1.5%	2021	\$ 669,509
2016 Bond- Marina- Public Refunding <	2016	1,375,000	2.06%	2022	255,000
2012 Bond- Sewer * - Tech Park	2012	187,937	4.13%	2042	12,022
2012 Bond- MUC * - Tech Park	2012	187,937	4.13%	2042	12,050
2011 Bond- Sewer	2011	1,010,618	1.10%	2033	\$ 74,111
2011 Bond- Sewer (forgiven)	2011	\$ 400,000	N/A	N/A	N/A
<b>Total Enterprise Debt: \$6,218,382</b>					

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

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

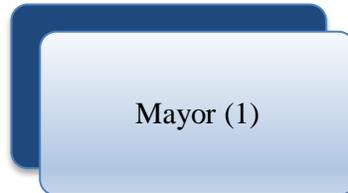
< 2005 and 2006 Bonds were refunded under the 2016 Bond – Public Refunding. The 2016 Bond is allocated accordingly.

# Division Information

## Administration

### 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 FY16	Authorized FY17	Authorized FY18
Mayor	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

#### Mayor Goals FY18

See Commissioners goals

Mayor Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget
Salaries	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Benefits	7,392	5,953	5,688	1,000
<b>Total personnel expenses</b>	<b>19,392</b>	<b>17,953</b>	<b>17,688</b>	<b>13,000</b>
Operating expenses	4,900	15,200	9,720	4,720
Debt service				
<b>Total other operating expenses</b>	<b>4,900</b>	<b>15,200</b>	<b>9,720</b>	<b>4,720</b>
Capital projects	-	-	-	-
<b>Total capital expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Mayor operations</b>	<b>\$ 24,292</b>	<b>\$ 33,153</b>	<b>\$ 27,408</b>	<b>\$ 17,720</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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."



<b>Position Summary Schedule</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
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
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

## **Commissioners Goals FY18**

On March 13, 2017 City Council conceptually approved the seven (7) goals and twenty-three (23) implementation plans for FY 2018. The following Table 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 are needed. A small amount remains in the Commissioners' budget as a reserve.

**Commissioners Goals FY 2018 (continued)**

Implementation Plans	Cost	\$ Sources				
		Dept. Budget	FY 2017 CC Goals Budget	FY 2018 CC Goals Budget	Grants	TOTAL
<b>A. Goal: Strong Financial Health for the City</b>						
1. Offer rewards to employees who identify cost cutting measures that work.	Net \$ 0	Finance				\$ 0
<b>B. Goal: Safe and Livable Housing for All Members of the Community</b>						
2. Implementation Plan: Develop a housing blight reduction program in coordination with the County.	\$ 22,500 (1/2 staff) \$250,000 (home rehab)			\$22,500	\$250,000	\$272,500
3. Continue work with Salisbury University on development of blight data.	\$ 2,000 Equipment					
4. Equip meter readers with blight inventory app so that they can collect more data as they do meter reading.	(see No. 3)					n/a
5. Recruit Habitat for Humanity and other community housing corporations as partners.	\$0	P&Z				\$ 0
6. Work with the County to put development goals on properties that are sold for less than value.	\$ 0	PW				\$ 0
7. Increase code enforcement capacity to follow-through on current codes.	\$ 15,000 Temp. staff for summer		\$ 3,500	\$ 2,500		\$ 6,000

<b>C. Goal: Economic Development</b>						
8. Attract more diverse retailers (e.g., clothiers, autos)	\$ 0					\$ 0
9. Inform citizens and visitors on what is being done/accomplished.	\$ 0					\$ 0
10. Assess conditions and development plan for new construction, repairs, and replacements – incorporate into the Capital Program – identify funding/financing plan.	\$ 25,000			\$25,000		\$ 25,000
11. Repair High Street	Gen. Fund: \$542,000 Water: \$102,000 Sewer: \$156,000					\$ 0
<b>D. Goal: Increased Public Safety</b>						
12. Increased use of cameras if deemed useful from pilot project.	Underway No new \$					
13. <i>Research</i> how the City can contract for wild animal services.	\$ 10,000		\$ 10,000			\$ 10,000
14. <i>Research</i> how the City can require/support use of covered trash containers.	\$ 0					\$ 0
<b>E. Goal: Child and Youth Development</b>						
15. Convert Maces Lane School into a youth community center and/or identify other potential facilities for youth community centers. ( <i>research</i> )	\$10,000 Summer intern		\$ 10,000			\$ 10,000

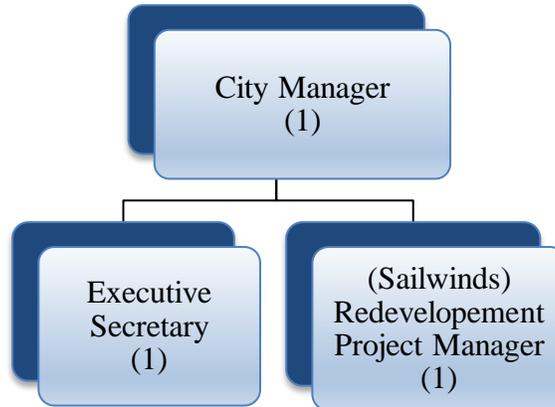
<b>E. Goal: Child and Youth Development (continued)</b>						
16. Determine feasibility of a youth employment program, e.g., CETA model.						
17. Public service training – Mayor and Council interns.						
18. Support use of Technology Center for workforce training.						
19. <i>Research</i> options for City role in expanding early childhood development programs.						
<b>F. Goal: Support City Employees</b>						
20. Family day on the waterfront.	\$1,500	CM				\$ 0
21. Encourage incentive programs, such as lower taxes for employees and volunteer firefighters.	\$7,500 incentives to FF to live in the City		\$ 7,500			\$ 7,500
22. Invest in employee development. (Tuition reimbursement and on-site training)	\$3,500					\$ 0
<b>G. Goal: Reduce Trash Sent to Landfill</b>						
23. <i>Research</i> possible recycling by choice and dumpster options.	\$ 0					\$ 0
			<b>TOTAL</b>	<b>\$ 31,000</b>	<b>\$ 50,000</b>	<b>\$250,000</b>
						<b>\$331,000</b>

<b>Commissioners Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Benefits	36,133	28,931	27,571	22,532
<b>Total personnel expenses</b>	<b>86,133</b>	<b>78,931</b>	<b>77,571</b>	<b>72,532</b>
Operating expenses	4,550	6,300	6,500	6,500
Reserve for Council goals			31,000	50,000
<b>Total other operating expenses</b>	<b>4,550</b>	<b>6,300</b>	<b>37,500</b>	<b>56,500</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>	-	-	-	-
<b>Total Commissioners operations</b>	<b>\$ 90,683</b>	<b>\$ 85,231</b>	<b>\$ 115,071</b>	<b>\$ 129,032</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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.



## Position Summary Schedule

	Grade	Authorized FY16	Authorized FY17	Authorized FY18
City Manager		1	1	1
Redevelopment (Sailwinds) Project Manager	16		1	1
Executive Secretary	10	1	1	1
<b>Total</b>		<b>2</b>	<b>3</b>	<b>3</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget  
 The Redevelopment (Sailwinds) Project Manager was added midFY17.

## City Manager Performance Measures

	FY16 (Actual)	FY17 (Projected)	FY18 (Estimated)
Timely Council Agendas	24	36	30
Balanced budget submitted to Council	filed by 6/20/15	filed by 5/1/16	filed by 4/20/17

## City Manager Accomplishments FY17

- Oriented new Council members.
- Transitioned Governor’s Hall to manager group.
- Facilitated Council team building, Council goal setting, and Council capital program input sessions.
- Gained assistance of DHCD’s Secretary with economic development.
- Oversaw development of FY2018 Proposed Budget and Capital Program.
- Assisted City Council with recruitment and selection of new City Attorney.

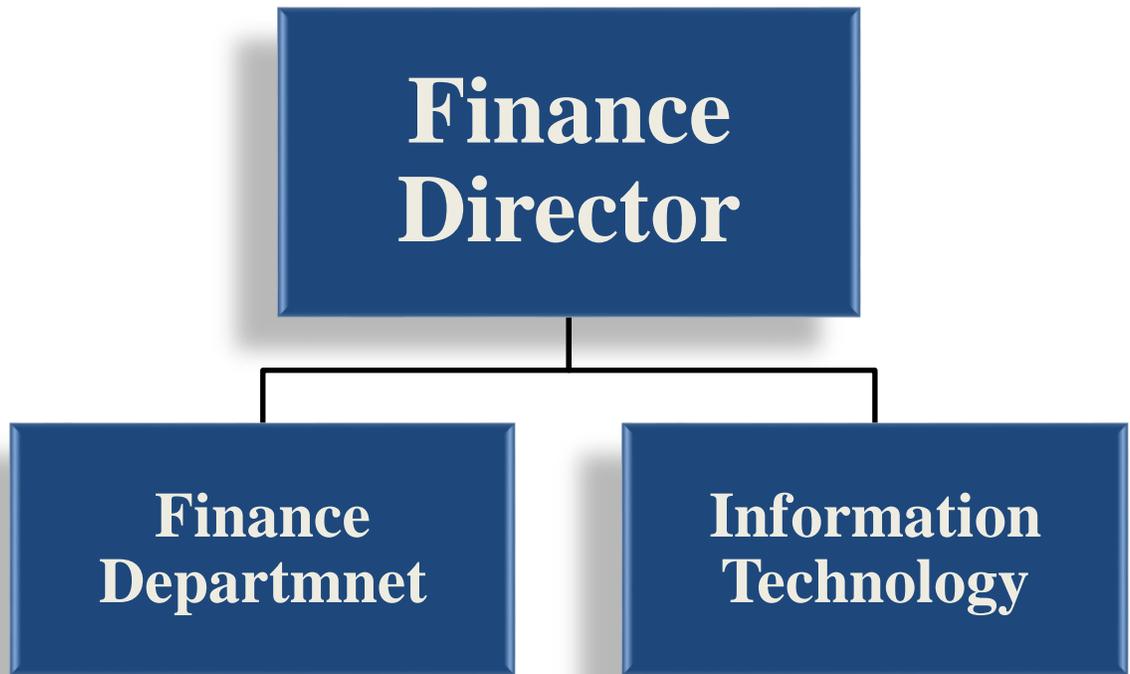
**City Manager Goals FY18**

- Orient new City Attorney.
- Secure grant funding for housing revitalization.
- Recruit and hire new Police Chief.
- Submit recommendations to City Council on privatization of sanitation services.
- Move Sailwinds/Port property develop to go/no go decision on development including hospital property.

<b>City Manager Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 147,548	\$ 153,499	\$ 217,189
Benefits	32,060	31,921	60,039
<b>Total personnel expenses</b>	<b>179,608</b>	<b>185,420</b>	<b>277,228</b>
<b>Total operating expenses</b>	<b>53,150</b>	<b>48,472</b>	<b>17,344</b>
<b>Total debt service</b>		-	-
<b>Total capital expenses</b>	-	-	-
<b>Total City Manager operations</b>	<b>\$ 232,758</b>	<b>\$ 233,892</b>	<b>\$ 294,572</b>

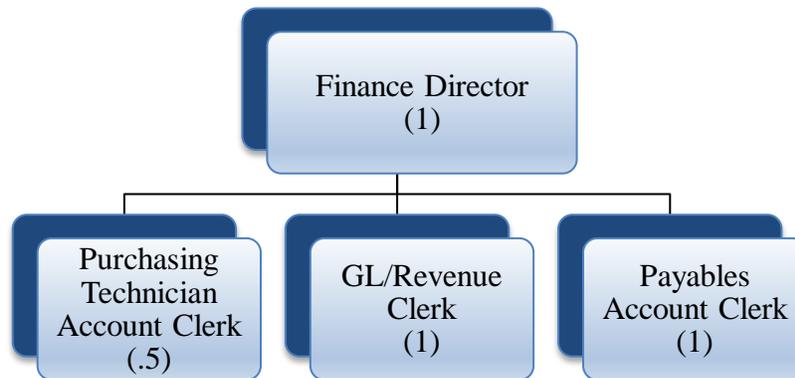
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

## 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. Provides contract administration and purchasing oversight. Prepares special projects upon request for other departments. Oversees Information Technology Division.



Position Summary Schedule	Grade	Authorized FY16	Authorized FY17	Authorized FY18
Finance Director	17	1	1	1
Executive Assistant	11	1		
Purchasing technician account clerk	9		0.5	0.5
GL/Revenue account clerk	8		1	1
Payable account clerk	7		1	1
Accounting Clerk 2	7	2		
<b>Total</b>		<b>4</b>	<b>3.5</b>	<b>3.5</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

Finance Performance Measures	FY15 (Actual)	FY16 (Actual)	FY17 (Projected)	FY18 (Estimated)
Accounts payables checks issued	1769	1849	1906	1991
Number of vendors used - accounts payable	467	484	501	510
Payroll checks issued (not direct deposits)	556	493	524	450
Personal property tax bills issued	492	481	487	480
On-time delivery of paychecks	100%	100%	100%	100%

### Finance Accomplishments FY17

- TGM Group, LLC completed their audit for the City of FY16 and reported no findings
- Financial reports were distributed quarterly to Mayor and Council.
- The Finance Department successfully began developing fiscal policies for Council to approve.
- The Finance Department implemented new purchasing procedures utilizing the financial system.
- Worked with Director of Public Works to transition retirees over the age of 65 from City's Health Insurance plan to AARP for medical coverage.
- Worked with 1880Bank to maximize investments with the City generating new revenue.
- Implemented new budget development modeling in New World Systems
- Created vehicle inventory.

### Finance Goals FY18

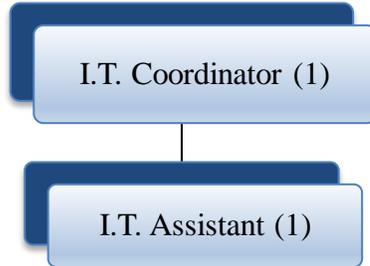
- To examine current financial practices and recommend financial policies to Mayor and Council.
- To continue to maximize the use of the financial software.
- To continue to improve communications from the Finance Department to be more efficient.
- To continue to improve budget content to meet requirements for the GFOA Certificate of Achievement for Excellence in Financial Reporting.

<b>Finance Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 248,774	\$ 185,732	\$ 173,692	\$ 177,160
Benefits	84,467	50,099	47,612	59,469
<b>Total personnel expenses</b>	<b>333,241</b>	<b>235,831</b>	<b>221,304</b>	<b>236,629</b>
<b>Total operating expenses</b>	<b>81,266</b>	<b>84,496</b>	<b>67,036</b>	<b>67,900</b>
<b>Total debt service</b>	<b>225,055</b>	<b>170,290</b>	<b>160,614</b>	<b>163,824</b>
<b>Total capital expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Finance operations</b>	<b>\$ 639,562</b>	<b>\$ 490,617</b>	<b>\$ 448,954</b>	<b>\$ 468,353</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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 to provide the City efficient and effective use of technological tools.



<b>IT Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
IT Coordinator	13	1	1	1
IT Assistant	9	0.5	1	1
<b>Total</b>		<b>1.5</b>	<b>2</b>	<b>2</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

<b>IT Performance Measures</b>	<b>FY16 (Actual)</b>	<b>FY17 (Projected)</b>	<b>FY17 (Estimated)</b>	<b>FY18 (Projected)</b>
Number of workstations and laptops maintained	57	60	104	110
Cameras implemented and maintained	11	11	17	20
Access points providing Wi-Fi	10	10	90	152
Fiber links maintained	5	5	5	6
Virtual servers' availability (main and backup)	99.99%	99.99%	99.99%	99.99%

## IT Accomplishments FY17

- Helped implement and oversee installation of the PSSI (Public Safety Systems Inc.) CAD/RMS (computer aided dispatch / records management system)
- Implemented and oversaw installation of additional software, including ESRI ArcGIS and New World Systems licenses.
- Installed updates and upgrades to various systems, including New World Systems transition update to NWS/Tyler Technologies.
- Implemented Office 365 as an email, calendar, and document sharing solution.
- Built a new, more robust and higher capacity, standalone NVR (network video recorder) for City wide security camera needs.
- Supported City Departments in researching new applications for increasing efficiency.
- Built new virtual server for and assisted with implementing LexisNexis crime analysis software.
- Police Camera Project

**IT Goals FY18**

- Work with the County to correlate the GIS connection/upgrade.
- Continue to support departments in researching new applications for increased efficiency.
- Upgrade City Wi-Fi AP's (access points) to in-house based cloud controller.
- Implement new help desk and remote assistance software.
- Inventory and map City network for better City-wide IT support.
- Research new firewall solutions or install replacement firewall for CPD.
- Inventory current phone lines/phone system and implement a newer technology, more cost efficient digital system.
- Create a wireless backbone system for failover to our fiber network.
- Consolidate, organize, and inventory server rooms and equipment for better serviceability.
- Reconfigure PSB networks for better efficiency, productivity, and connectivity with the County networks.

<b>IT Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 57,601	\$ 72,564	\$ 92,243	\$ 94,217
Benefits	19,845	29,460	31,233	39,512
<b>Total personnel expenses</b>	<b>77,446</b>	<b>102,024</b>	<b>123,476</b>	<b>133,729</b>
<b>Total operating expenses</b>	<b>48,118</b>	<b>43,448</b>	<b>90,508</b>	<b>102,400</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>	-	-	39,000	5,500
<b>Total IT operations</b>	<b>\$ 125,564</b>	<b>\$ 145,472</b>	<b>\$ 252,984</b>	<b>\$ 241,629</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

## City Attorney

The Law division is comprised of contracted attorney services and provides expert legal advice and skilled legal support to the Mayor and Council, the City’s Boards and Commissions, and City staff on most legal matters affecting the City. Specialized legal issues are separately contracted. The attorney strives to provide proactive counsel, preventive advice, and early intervention to assist the City in developing a clear understanding of all 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	FY15	FY16	FY17 (Actual)	FY18 (Estimated)
Ordinances prepared and approved	7	8	30	10
Resolutions prepared and approved	14	18	12	10
Handling of Board of Zoning Appeals	N/A	N/A	2	2

### City Attorney Accomplishments FY17

- Drafted Charter Amendments.
- Assisted with drafting and revised ordinances.
- Modified the Unified Development Code.
- Attended Planning and Zoning, City Council, Board of Appeals, Housing Board of Review meetings, and Sailwinds Committee Meetings

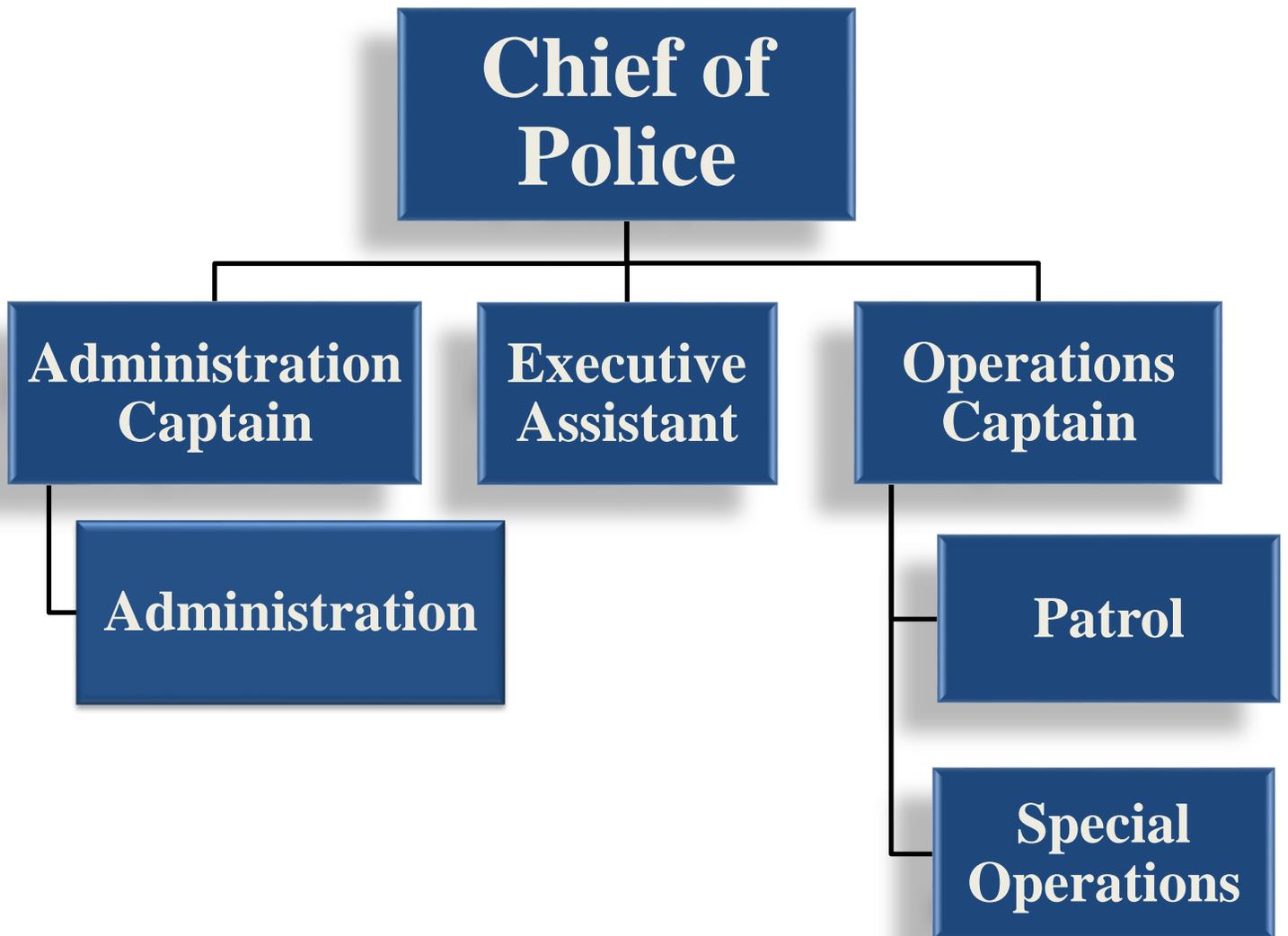
### City Attorney Goals FY18

- Publish the updates and amendments to the Code.
- Support Sailwinds Committee on developer selection and the negotiation process.

City Attorney Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget
Salaries	-	-	-	-
Benefits				
<b>Total personnel expenses</b>	-	-	-	-
<b>Total operating expenses</b>	\$ 112,600	\$ 145,100	\$ 114,100	\$ 153,500
<b>Total debt service</b>				
<b>Total capital expenses</b>	-	-	-	-
<b>Total City Attorney operations</b>	\$ 112,600	\$ 145,100	\$ 114,100	\$ 153,500

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

**Cambridge Police Department  
Organizational Chart (as of 1/1/18)**



# Police Administration

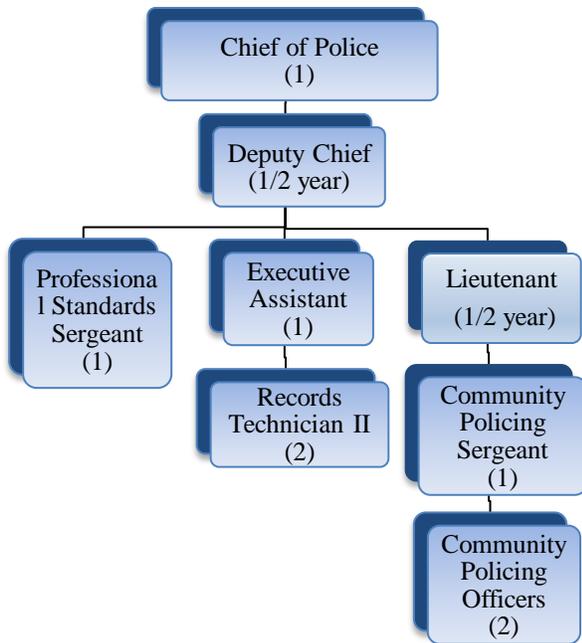
Police Administration provides guidance and support for overall police operations. The Chief of Police and administrative staff manage department personnel, equipment, budgeting, training, and policies. Each of these areas must be continuously updated to reflect current case law and address public needs.

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 are caused by criminal behavior and implementing solutions. Building partnerships between community leaders and residents is essential to maintaining trust and open lines of communication. Involvement, accessibility and innovation are critical to our mission. There are two community offices on Pine Street and in Bay Country Apartments on Greenwood Ave. COPs teach D.A.R.E in the four elementary and middle schools within the city and engage with school children during holiday and sporting events. They run the Citizen’s Police Academy to develop interest and support from adult residents. Crime prevention surveys and neighborhood meetings educate business owners, seniors and children regarding current crime trends within the community and encourage feedback.

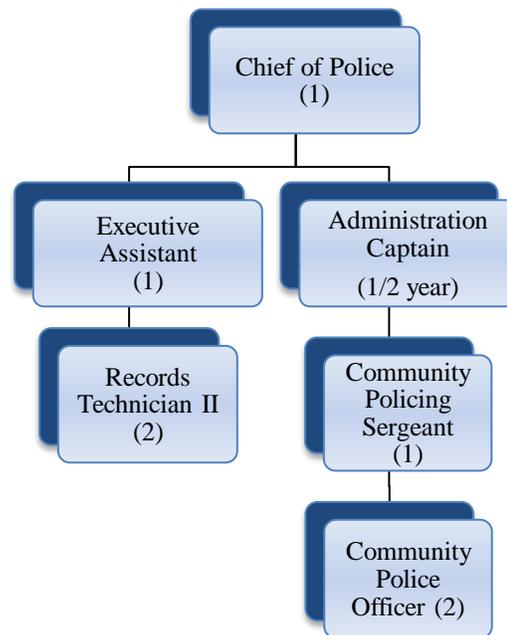
The Professional Standards Sergeant is responsible for ensuring the practices and policies of the entire department reflect current case law and trends in professional policing. This sergeant also ensures department personnel are adhering to the published rules and regulations.

The Deputy Chief is retiring mid-year which provides an opportunity to decentralize our organizational structure without additional positions. Dividing the staff involved in administration and operations will provide a smooth flow of information both up and down the chain of command.

## July 1st – December 31<sup>st</sup> 2017



## January 1<sup>st</sup> – June 30<sup>th</sup> 2018



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Projected FY18</b>
Chief of Police	17	1	1	1
Deputy Chief	6	1	1	.5
Captain	6			.5
Lieutenant	5	1	1	.5
Sergeant	4		2	1
Corporal	3	1		
Community Policing Officers	2		2	2
Executive Assistant	11	1	1	1
Records Technician II	6/7	2	2	2
Records Technician III	7	1	.2	
<b>Total</b>		<b>8</b>	<b>10.2</b>	<b>8.5</b>

\*Note: The Sergeant position was added mid FY17

<b>Administration Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Provide officers with training (minimum 900 hours)	900	9,777	5,000
Review and update policies	2	10 (35)	20
Maintain dispatch services through transition	-	Completed	N/A
Work with community to form Neighborhood Watch/Associations	-	4	4
Select initial Police Explorer participants	-	10	12
Open community offices to increase presence	1	2	N/A
Teach DARE program in City schools	4	4	4
Increase outreach and crime prevention through social media	3,500	5,300	5,400
Implement President's Task Force Plan	N/A	Completed	N/A

### **Police Administration Accomplishments FY17**

- Improved fiscal responsibility.
- Reviewed policies to bring up to national accreditation standards.
- Implemented a Police Explorer program
- Restored cooperation with regional law enforcement agencies.
- Improved intelligence and information sharing by collaborating with Sheriff and State's Attorney.
- Completed consolidation of dispatch services with Dorchester County 911 Communications
- Developed implementation plan for reviewing and updating policies.
- Held a Citizen's Police Academy.

**Police Administration Goals 2018**

- 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.
- Continue working toward the President’s Task Force on 21st Century Policing objectives.
- Continue 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.

<b>Police Administration Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 534,409	\$ 477,373	\$ 512,928	\$ 519,267
Benefits	146,333	130,787	130,048	223,002
<b>Total personnel expenses</b>	<b>680,742</b>	<b>608,160</b>	<b>642,976</b>	<b>742,269</b>
<b>Total operating expenses</b>	<b>194,212</b>	<b>157,299</b>	<b>91,774</b>	<b>103,616</b>
<b>Total debt service</b>	<b>31,045</b>	<b>54,135</b>	<b>52,634</b>	<b>52,634</b>
<b>Total capital expenses</b>	-	-	-	-
<b>Total Office of the Police Chief operations</b>	<b>\$ 905,999</b>	<b>\$ 819,594</b>	<b>\$ 787,384</b>	<b>\$ 898,519</b>

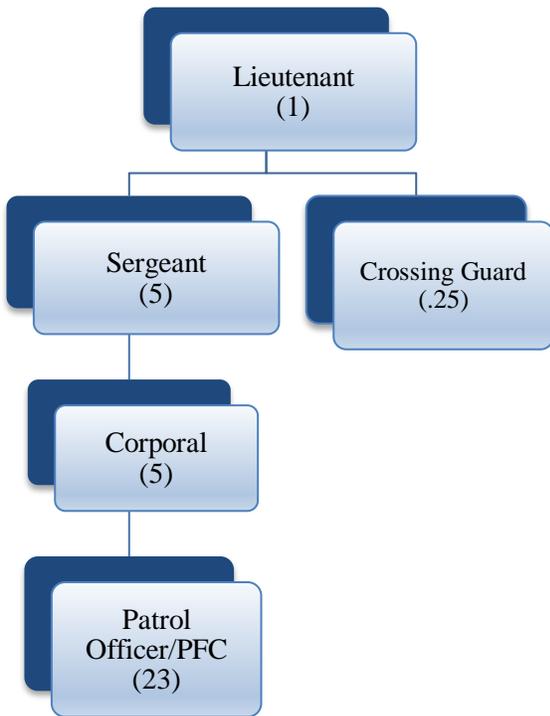
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Patrol

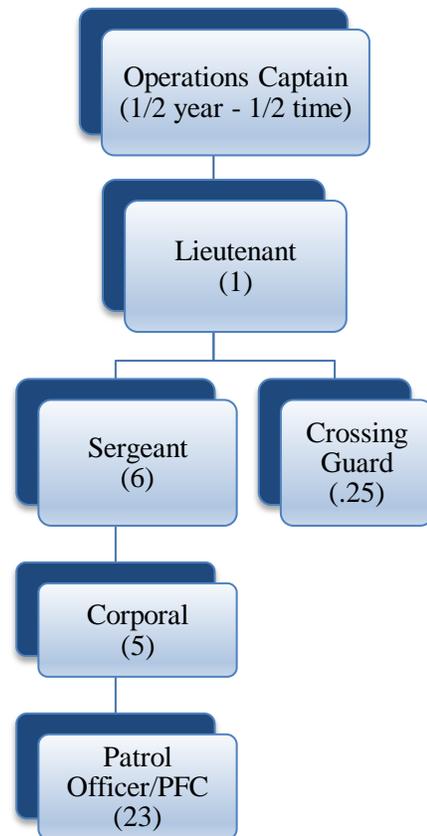
The Patrol Lieutenant manages the administrative functions of the division and reports to the Operations Captain. The lieutenant's duties include field operations, report review, staffing, special events, the police vehicle fleet and the squad supervisors. There are five squads working rotating shifts of days, evenings and nights. Each squad is led by a sergeant and assisted by a corporal. The corporal assumes command in the sergeant's absence and provides first line supervision. At mid-year, the Operations Captain will spend half-time overseeing Patrol.

Our deployment of body-worn cameras has been a success as officers and the public both appreciate the oversight. All our officers are certified in law enforcement first aid and in the administration of the opiate antidote naloxone. An increase in staff through the federal COPS grant has enabled 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 is utilized to identify hot spot areas in need of particularized attention to reduce crimes of opportunity. Directed traffic enforcement reduces traffic crashes and improves 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.

## July 1<sup>st</sup> – December 31<sup>st</sup> 2017



## January 1<sup>st</sup> – June 30<sup>th</sup> 2018



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Projected FY18</b>
Captain	6	1		.25
Lieutenant	5	1	1	1
First Sergeant	4	1		
Sergeant	4	5	5	6
Corporal	3	5	5	5
Patrol Officer	2/1	22	20	20
Patrol Officer- grants	2/1	3*	3	3
Communications Officer	7/8	8	0.375	
Police Cadet	N/A	1		
Crossing Guard	N/A	0.25	0.25	.25
<b>Total</b>		<b>46.25</b>	<b>34.625</b>	<b>35.5</b>

\*Note: The first Sergeant position was eliminated midFY17

<b>Patrol Performance Measures</b>	<b>FY16</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Number of downtown foot and bicycle patrols	1,189	758	800
Reduce crime in downtown business district (percentage)	N/A	Minus 20%	Minus 5%
Community meetings attended by neighborhood beat officers	N/A	160	100
Directed traffic enforcement conducted based upon crash data	50	100	50
Number of crime analysis maps prepared for directed enforcement	6	6	12

### Patrol Accomplishments FY17

- Improved police vehicle equipment for officer safety.
- Increased proactive patrols to effectively identify crime.
- Conducted curfew checks for Drug Court.
- Improved retention of personnel.
- Refreshed the bike patrol function by training seven new officers and outfitting four certified officers.

### Patrol Goals FY18

- Reduce crimes of opportunity through saturation patrols and police omnipresence.
- Build a relationship with residents and identify quality of life issues through the Neighborhood Watch Program
- Improve pedestrian and vehicle safety through crash analysis and directed enforcement.
- Utilize crime analysis software for analyzing criminal activity and effective deployment of resources.

<b>Patrol Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 2,139,334	\$ 2,188,199	\$ 1,861,454	\$ 1,829,583
Benefits	1,145,913	1,087,004	1,151,024	1,151,722
<b>Total personnel expenses</b>	<b>3,285,247</b>	<b>3,275,203</b>	<b>3,012,478</b>	<b>2,981,305</b>
<b>Total operating expenses</b>	<b>138,360</b>	<b>156,900</b>	<b>348,900</b>	<b>327,717</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>			<b>125,180</b>	<b>80,000</b>
<b>Total Patrol operations</b>	<b>\$ 3,423,607</b>	<b>\$ 3,432,103</b>	<b>\$ 3,486,558</b>	<b>\$ 3,389,022</b>

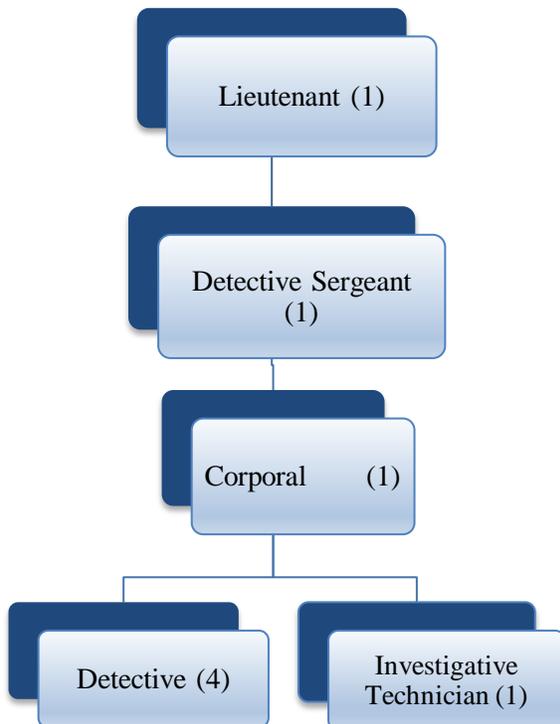
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Special Operations

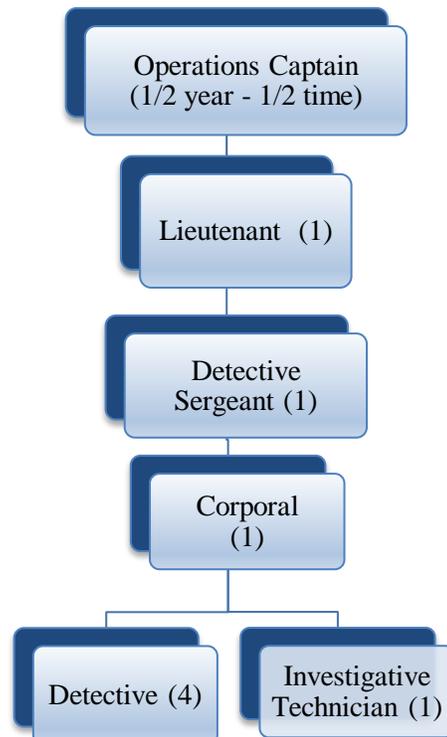
The Special Operations division is a group of criminal and narcotics investigators comprising a flexible and responsive team that can respond to and investigate any situation. The Operations Captain oversees the Investigations Lieutenant who is responsible for internal investigations, release of public information, and use of force review, and coordination with the Dorchester County Narcotics Task Force. Beginning at mid-year, the Operations Captain will oversee Special Operations half-time.

Criminal Investigation Detectives conduct investigations which include crimes ranging 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 conduct background investigations on police applicants. They have an obligation to work closely with the State's Attorney to prepare cases for trial and continually strive to ensure successful prosecution of all criminal cases. One Narcotic Enforcement Detective works on neighborhood narcotics activity with the Dorchester County Sheriff's Department while the other is assigned to the Dorchester County Narcotics Task Force. The task force partnership enhances our ability to investigate 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. We will work with the Dorchester and Caroline County Teen Court. This program has been proven to be effective with reducing recidivism of first time juvenile offenders. Our grant funded Victim Advocate will deliver services to victims of domestic violence and other crime. The polygraph examination program is valuable for our investigations and background 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.

## July 1<sup>st</sup> – December 31<sup>st</sup> 2017



## January 1<sup>st</sup> 2018 – June 30<sup>th</sup> 2018



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Captain	6			.25
Lieutenant	5	1	1	1
Detective Sergeant	4	1	1	1
Corporal	3	1	1	1
Detectives	2	4	4	4
Investigative technician	8		1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8.25</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

<b>Special Operations Performance Measures</b>	<b>FY16 (Actual)</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Case closure rate	70%	72%	70%
Achieve high warrant approval rate	80%	100%	80%
Increase number Safe Streets operations targeting narcotics, prostitution, gangs	6	20	8
Continue polygraph examiner program	100%	100%	100%
Replace retiring members of Emergency Response Team	2	3	2
Conduct curfew checks for Drug Court	360	500	360
Advocate for victims of violent crime	N/A	N/A	50

### **Special Operations Accomplishments FY17**

- Achieved clearance rate of about 72% for violent crime, investigated and solved 2 homicide cases
- Increased investigative quality by working closely with the State's Attorney.
- Conducted background investigations on 16 police applicants.
- Improved student safety by participating in the Dorchester County Public School Safety Council.
- Installed Accurint Crime Analysis to improve our data analysis function.
- Emergency Response Team served 13 search warrants.
- Investigated and solved two homicides.
- Trained a new polygraph examiner to replace one who retired.
- Improve evidence analysis and control by hiring civilian evidence technician.
- Secured Safe Streets funding for the fiscal year.

**Special Operations Goals FY18**

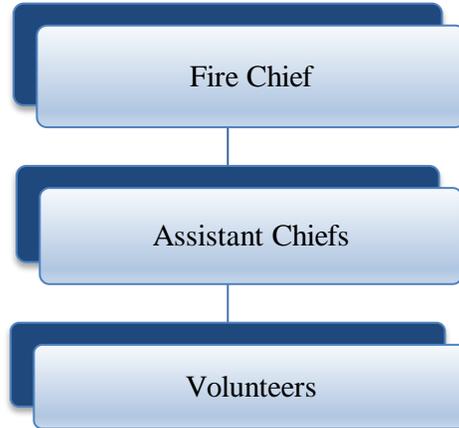
- Continue working closely with the State’s Attorney’s Office to ensure successful warrant approval and prosecution.
- Support Drug Court's effort to rehabilitate offenders with addictions.
- Improve evidence analysis and control with a civilian property and evidence technician
- Coordinate with regional agencies and secure Safe Streets grant funding for FY18.
- Provide support to victims of domestic violence through a grant funded Victim Advocate program
- Reduce juvenile recidivism through the Dorchester County Teen Court program.

<b>Special Operations Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 433,227	\$ 400,930	\$ 430,578	\$ 437,310
Benefits	245,145	207,684	240,781	257,880
<b>Total personnel expenses</b>	<b>678,372</b>	<b>608,614</b>	<b>671,359</b>	<b>695,190</b>
<b>Total operating expenses</b>	-	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Total capital expenses</b>	-	-	-	-
<b>Total Special Operations</b>	<b>\$ 678,372</b>	<b>\$ 610,814</b>	<b>\$ 673,559</b>	<b>\$ 697,390</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Rescue Fire Company

Rescue Fire Company is a 100% Volunteer Fire Department that was established in 1882 and consists of 47 active members protecting a 1st due area of over 40 square miles with a population of approximately 14,000 persons.



<b>Rescue Fire Company Performance Measures</b>	<b>FY15 (Actual)</b>	<b>FY16 (Actual)</b>	<b>FY17 (Projected)</b>	<b>FY18 (Estimated)</b>
Total responses by year	852	917	960	1,000
Reported Structural Fires	86	107	90	100
Training Classes Attended	411	536	352	450
Residential Smoke Detector Program sites	57	60	60	60
Total Staff Hours	17,756	25,339	20,000	25,000

## Rescue Fire Company Accomplishments FY17

- Developed an Officer Training Program
- Reduced our workman’s compensation claims
- Reduced cost by consolidating apparatus standard testing
- Entered an agreement with the county for sharing use of a county maintained ATV Gator for Search & Rescue and large events.

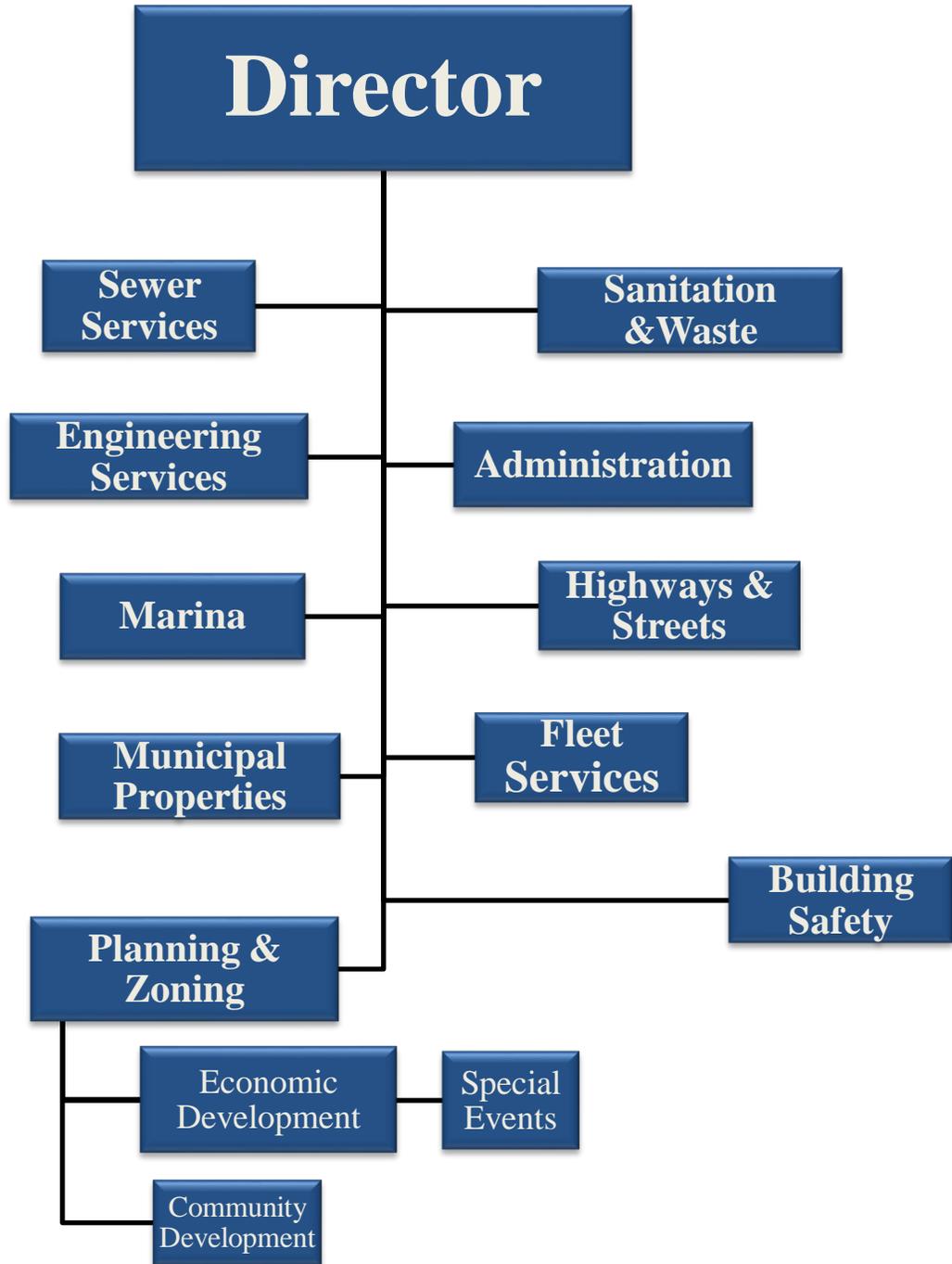
**Rescue Fire Company Goals FY18**

- Improve on recruitment and retention of active membership
- Apply for grant to replace tower truck
- Explore mobile technologies for use in pre-planning of incidents
- Fully implement Active911 to be able to see live time of responding personnel and availability.
- Improve relations with citizens by providing information to the public through media reports, fire prevention, open house displays and smoke detector program.

<b>Rescue Fire Company Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	-	-	-	-
Benefits	\$ 65,000	\$ 60,000	\$ 60,000	\$ 60,000
<b>Total personnel expenses</b>	<b>65,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total operating expenses</b>	<b>174,940</b>	<b>198,801</b>	<b>194,510</b>	<b>191,556</b>
<b>Total debt service</b>	<b>339,547</b>	<b>386,205</b>	<b>368,981</b>	<b>368,983</b>
<b>Total capital expenses</b>	<b>565,000</b>	<b>13,000</b>	-	-
<b>Total Rescue Fire Company operations</b>	<b>\$ 1,079,552</b>	<b>\$ 658,006</b>	<b>\$ 623,491</b>	<b>\$ 620,539</b>

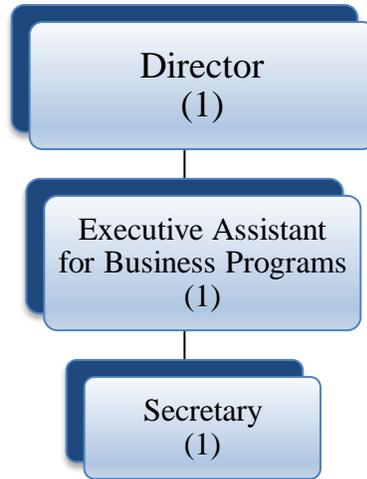
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Department of Public Works Organizational Chart



# Public Works Administration

The Public Works Department administration provides planning and direction focusing 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 & Parks, Wastewater Treatment Plant(s), Code Enforcement, Engineering, Planning & 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 FY16	Authorized FY17	Authorized FY18
Director	17	1	1	1
Executive Assist for Business Program	11	1	1	1
Secretary I	5	1	1	1
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

Public Works Administration Performance Measures	FY16 (Estimated)	FY16 (Actual)	FY17 (Projected)	FY18 (Projected)
Manage Department Budget (Salaries & Operating)	\$ 8,150,869	\$ 7,126,568	\$ 7,792,685	\$ 8,635,955
Management of Employees	51.5		50.5	50.5
Asst. Health Insurance (census)	146		137	117
Risk Management (Workers Comp City Wide)	118	107	107	107
Manage Property/Liability Insurance (Insured Assets)	\$ 80.5 Million	\$ 80.9 Million	\$ 80.9 Million	\$ 80.9 Million

### Public Works Administration Accomplishments FY17

- 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 Wharf Renovation(s), Governors Hall transition, Long Wharf Green project and demolition of structures, grading, and greening of the Gateway project Md. Ave. & Rt.50, cameras on Greenwood Avenue area.
- Assisted with Long Wharf Advisory Committee in completion of Long Wharf Master Development Plan adopted by Council.
- Assisted with transition of Retirees over the age of 65 from City's Health Insurance plan to AARP for Medical and Dental.
- Work with Court system in developing and implementing a plan to expedite the citation process to improve efficiency of Code Enforcement.
- Worked with Dorchester County in getting tax sale properties back on tax rolls, which were sold in FY 2017

### Public Works Administration Goals FY18

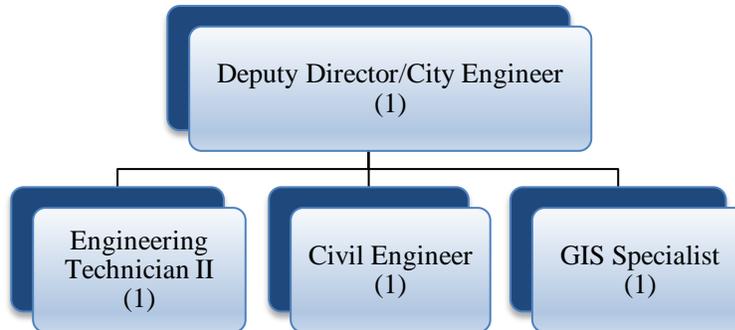
- Ensure DPW announcements and outreach regarding ongoing and upcoming projects, streets, infrastructure, snow removal, etc.
- Ensure oversight of projects and construction to ensure quality execution, fiscally prudent decision making, timely and successful completion.
- Invest in staff through training and continuous process improvements.
- Continue with our leadership and core functions to the operating divisions.
- Coordinate with Dorchester County to accelerate the process in getting tax sale properties sold and back generating property taxes.
- Work with Dorchester County in establishing a volunteer recycling program on City owned property.

<b>Public Works Administrative Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 161,221	\$ 165,374	\$ 167,056	\$ 171,141
Benefits	51,661	43,452	42,388	58,164
<b>Total personnel expenses</b>	<b>212,882</b>	<b>208,826</b>	<b>209,444</b>	<b>229,305</b>
<b>Total operating expenses</b>	<b>190,328</b>	<b>224,754</b>	<b>160,685</b>	<b>170,176</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>		<b>35,000</b>		
<b>Total Public Works Admin operations</b>	<b>\$ 403,210</b>	<b>\$ 468,580</b>	<b>\$ 370,129</b>	<b>\$ 399,481</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Engineering

The Engineering Department 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 administrators 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,



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
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
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>

<b>Engineering Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Cannery Park Stream Restoration design inspection (million dollars)		1.8	1.8	1.8
Leonard Lane Sidewalk Improvements				400,000
Hearn Building Design (consultation/inspection)	500,000			
Sailwinds Bulkhead construction, consultation, inspection (million dollars)		6.5	6.5	5.2
Rt 50/ Maryland Ave Gateway design		325,000	175,000	150,000
Development Plans Reviewed/ Approved	10	4	2	2
Grading Plans Reviewed/ Approved	6	6	3	4

### Engineering Accomplishments FY17

- Awarded contract to Biohabitats for stream restoration project at Cannery Park.
- Working with Morris, Ritchie & Associates completed design of Sailwinds Wharf/Promenade renovation project and released request for proposals (RFP), received 5 quotes, awarded contract to Seaward Marine Corp.
- Completed bulkhead replacement and "Green" parking lot at Long Wharf.
- Prepared RFP and awarded contract to Barker Landing Construction for the installation of a sewer force main system for Oak Hill area residents.
- Coordinated daily operation and maintenance of WWTP with MES.
- Worked with various agencies in energy conservation installing LED lights.
- Provided technical support to Gateway Design Committee for demolition of structures, creation of green space, and redesign of Rt. 50 & Maryland Ave. intersection.

### Engineering Goals FY18

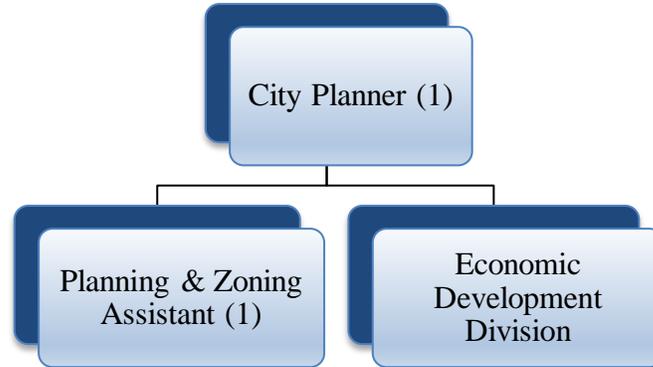
- Provide supervision, inspection & cooperative with Morris & Richie engineer firm for Sailwinds Wharf/Promenade renovation project construction.
- Provide engineering services to contractor for implementation and construction of stream restoration project for Cannery Park.
- Complete projects within cost, standards, and on-time.
- Continue our partnership 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, examples but not limited to: election districts, zoning, historic district, downtown development district, enterprise zone, Pine Street district, HPC.
- Continue to coordinate with MES in daily operations and maintenance of the WWTP and pumping stations.

Engineering Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget
Salaries	\$ 234,599	\$ 241,761	\$ 246,176	\$ 250,627
Benefits	79,895	71,743	70,928	94,711
<b>Total personnel expenses</b>	<b>314,494</b>	<b>313,504</b>	<b>317,104</b>	<b>345,338</b>
<b>Total operating expenses</b>				
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Engineering operations</b>	<b>\$ 314,494</b>	<b>\$ 313,504</b>	<b>\$ 317,104</b>	<b>\$ 345,338</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

# Planning and Zoning

The Planning and Zoning division’s mission is to facilitate the use of solid planning principles and practices 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.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
City Planner	16	1	1	1
Planning & Zoning Assistant	8	1	1	1
City Planner II	13			
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>

<b>Planning and Zoning Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
HPC Community Seminars	3	3	0	1
HPC Applications	45	33	36	40
HPC Applications Administrative Approved	22	20	25	30
Text Amendments to UDC	30	25	20	10
Monthly P&Z and HPC meetings	24	13	15	15
Site Plan Review Applications	13	21	21	22
Building Permit Application Review(s)	41	103	125	135
HPC Building Permit Application Reviews	16	23	18	19

### **Planning and Zoning Accomplishments FY17**

- Phillips Packing House – Staff had a consultant report prepared and submitted to MHT that placed the structure on the National Registry. This designation in turn enabled Eastern Shore Land Conservancy/Cross Street partners to apply for and secure \$3 million in historic tax credits for revitalization of a structure located within an underserved community.
- Cambridge Market Place – P&Z has reviewed the Concept Plan for the redevelopment of a 24-acre commercial shopping center. The new center will consist of 4 or 5 small pad sites along Rte. 50 and one larger pad site for a grocer.
- In anticipation for a potential medical marijuana facility to be in the City, staff prepared text amendments to the zoning ordinance to allow these uses in the City.
- Awarded Working Waterfront grant (\$30,000) to fund the development of an implementation which will complete the Working Waterfronts Framework that was started here and expand on the Waterfront 2020 plan.
- Planning & Zoning facilitated, in conjunction with the City's consultant, Sage Group, the evaluation and update the existing Economic Development Strategic Plan adopted by the City in 2010.
- Completed housing blight reduction survey for Ward 3, and presented report to Council on February 27, 2017 measures.
- Attended National Alliance of Preservation Commission Forum conference and received valuable training, professional development and networking, with two HPC member also in attendance.
- Applied for 1.8-million-dollar grant from Project Open Space, Community Parks and Playgrounds grant program for design & build for Cannery Park.
- City was approved for Rails to Trails Program, which will support the design and Development of Cannery Park.
- Received grant for consultant to assist HPC to draft, adopt & publish HPC guidelines.

### **Planning and Zoning Goals FY18**

- Form joint partnerships with Habitat for Humanity, Dorchester County and other organizations to secure funding for blight home repair.
- Complete and have adopted HPC guidelines.
- Begin a limited update to the Comprehensive Plan adding a sustainability section to our current plan;
- Continue to research and secure funding for design/construction for Cannery Park, and Rails to Trails program;
- Complete second phase of housing blight reduction measures with Salisbury University Students.
- Apply to MDOT for grant funding to establish a rail's to trails project on the ROW adjacent to Cannery Park.

**Planning and Zoning Goals FY18 continued**

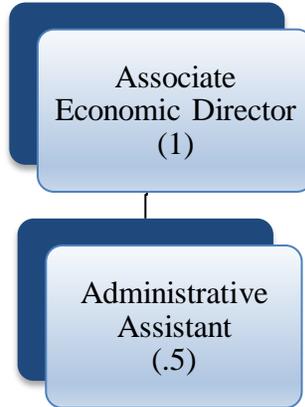
- Apply for grant funding to secure funding for blight reduction.
- Continue training for staff and HPC members.
- Continue working with Developer for Cambridge Market Place for plan review and buildout for Phases 2 & 3 of the project.
- Work with developer for Dorchester Market Place who anticipates presenting a redevelopment proposal for the former “Metro” building site.
- Work with Clear Channel on the relocation of the billboard located on the City's gateway property;
- Once the billboard restructuring has been approved, will undertake community outreach to develop a design for the gateway property.
- Create design & maintenance guidelines for the Rte. 50 corridor.

<b>Planning and Zoning Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 115,677	\$ 104,706	\$ 106,964	\$ 109,245
Benefits	39,749	33,726	33,253	43,269
<b>Total personnel expenses</b>	<b>155,426</b>	<b>138,432</b>	<b>140,217</b>	<b>152,514</b>
<b>Total operating expenses</b>	<b>8,000</b>	<b>8,000</b>	<b>19,300</b>	<b>21,100</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Planning and Zoning operations</b>	<b>\$ 163,426</b>	<b>\$ 146,432</b>	<b>\$ 159,517</b>	<b>\$ 173,614</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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 Façade Improvement Program. The Economic Development division oversees the Special Event division.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Economic Development Director	15	1		
Associate Economic Development Director	11	1	1	1
Administrative Assistant	99	0.5	0.5	0.5
<b>Total</b>		<b>2.5</b>	<b>2.5</b>	<b>1.5</b>

\*Note: The Economic Development Director position was eliminated mid FY17

<b>Economic Development Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Coach Day Events	2	0	0	0
New Business Contacts			12	12
Number of New Businesses			8	10
Façade Improvement Grant	\$50,000	\$50,000	\$50,000	\$50,000
Number of Outdoor/Indoor Events	0	1	6	3
Existing Business Contracts		65%	195	225
Grants Applied	11	8	26	12

**Economic Development Accomplishments FY17**

- Worked with existing and new businesses to promote economic development within Cambridge.
- Completed the Economic Development Strategic Plan upgrade w/Sage Policy Group.
- In cooperation with Economic Development Strategic Planning Committee implemented Vacant & Underutilized Structure Tax abatement program.
- Began Committee rebuilding process with new members of the Arts & Entertainment District.
- Developed a stronger partnership between Dorchester County Economic Development & Tourism Departments.
- Participated on the Sailwinds Port Redevelopment Committee, Ward 3 blighted housing pilot program, & the programming committee for the Harriet Tubman Underground Railroad Visitor's Center, including the shuttle program from the City to the center on the weekend of the event.
- Administered the social media & website redesign committee.
- Worked with the Long Wharf Advisory Committee & staff to developed a social media and other advertising initiatives for the Municipal Yacht Basin.
- Organized and held first Family Movie night at amphitheater, very successful.
- Marketing efforts at Municipal Marina; advertising in PropTalk, & SpinSheet, May On the Choptank with free transit slip rentals on weekends, and concerts.

**Economic Development Goals FY18**

- Continue our efforts in developing relationships with new & existing entrepreneurs; facilitate ideas or expansion goals with existing businesses;
- Through promotion of City events & initiatives work with the community & non-profit stakeholders to advance Community Development initiatives to improve quality of life.
- Complete two Arts and Entertainment initiatives from our work plan.
- Maintain an accurate inventory of vacant buildings & explore site selector resources through the Dept. of Commerce, & Dorchester County Economic Development;
- Communicate with potential developers for occupancy of vacant structures.
- Administer the City's ongoing Facade Improvement Program;
- Organize & administer two family-oriented community events & the annual firework celebration.

<b>Economic Development Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 126,711	\$ 130,859	\$ 129,611	\$ 70,651
Benefits	47,503	66,942	41,004	36,470
<b>Total personnel expenses</b>	<b>174,214</b>	<b>197,801</b>	<b>170,615</b>	<b>107,121</b>
<b>Total operating expenses</b>	<b>34,445</b>	<b>44,445</b>	<b>41,100</b>	<b>29,550</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Economic Development operations</b>	<b>\$ 208,659</b>	<b>\$ 242,246</b>	<b>\$ 211,715</b>	<b>\$ 136,671</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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 staffing events including the anticipated Reflections on Pine Street in July 2017 and annual Christmas and Elks Lodge parades. Up to \$40,000 for the police officers' time is offset by a police officer fee of \$45/hr.

<b>Special Events Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries		\$ 35,000	\$ 18,000	\$ 82,100
Benefits				7,300
<b>Total personnel expenses</b>		35,000	18,000	<b>89,400</b>
<b>Total operating expenses</b>	<b>\$ 20,000</b>	<b>20,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Special Events operations</b>	<b>\$ 20,000</b>	<b>\$ 55,000</b>	<b>\$ 63,000</b>	<b>\$ 134,400</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

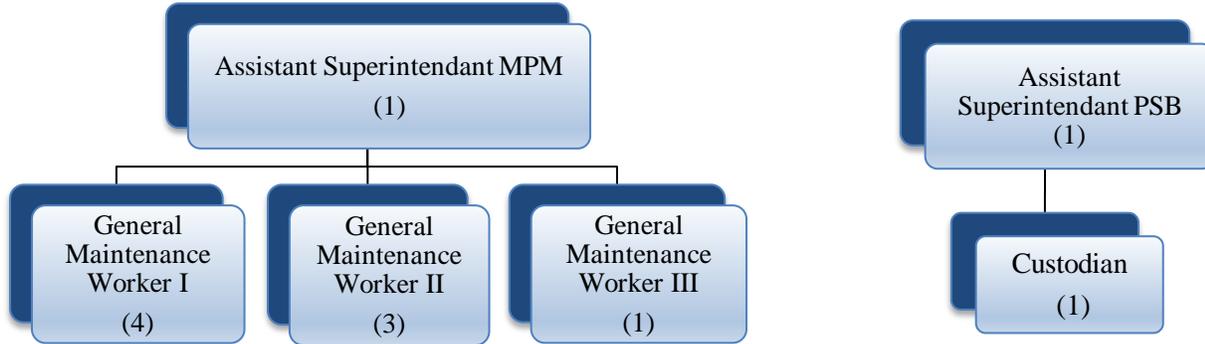
# Community Development

First time for this division. Funds community human service grants.

<b>Community Development Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	N/A	N/A	N/A	
Benefits				
<b>Total personnel expenses</b>				
<b>Total operating expenses</b>				<b>\$ 25,000</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Special Events operations</b>				<b>\$ 25,000</b>

# 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, 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.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Asst. Superintendent MPM	10	1	1	1
Asst. Superintendent PSB	14	1	1	1
General Maintenance Worker III	7	1	1	1
General Maintenance Worker II	6	1	2	3
General Maintenance Worker I	5	6	5	4
Custodian	4	2	1	1
<b>Total</b>		<b>12</b>	<b>11</b>	<b>11</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

<b>Municipal Properties Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
New LED Street Lights	31	31	25	
New LED Lights PSB			950	
LED Lights Marina				35
Installed Finger Scanners at PSB			11	6
Installed Brick Style Cross Walks	22	22	0	1
Security Cameras Marina	5	5	0	
Security Cameras Greenwood Ave			19	
Security Camera's PSB			6	6
Created bike lanes (miles)	3.25	3.25	0	0
Custodial Service City owned Buildings (Sq Ft.)	102,288	102,288	102,288	102,288
City owned Parking Lots maintained (acres)	12.47	12.47	12.47	12.47
City own Property Grass Cutting Services (Acres)	48.28	48.28	48.28	48.28

### **Municipal Properties Accomplishments FY17**

- Installed LED Lights at Public Safety Building approx. 950 fixtures.
- Replaced existing Fiber-optic system for 6 exterior cameras.
- Upgraded 11 failed exterior palm readers with newest technology finger scanners.
- Installed Security Cameras on Greenwood Ave.
- Completed conversion of drive through lanes at DPW Admin. building to 960 sq. ft. of office space; removed unsafe pour in place surface at Cosby Ave. and installed wood chip surface & boarder;
- Replaced and/or repaired standpipe system at Marina floating breakwater for code compliance with State Fire Marshall’s Office;
- Made heating, plumbing, and miscellaneous repairs to Governors Hall for transition to American Legion;
- Completed phase one conversion of palm readers, to finger scanners (all external);
- Rehabbed the traffic lights post at the intersections of Gay & Spring St. and Academy & Muir St.

### **Municipal Properties Goals FY18**

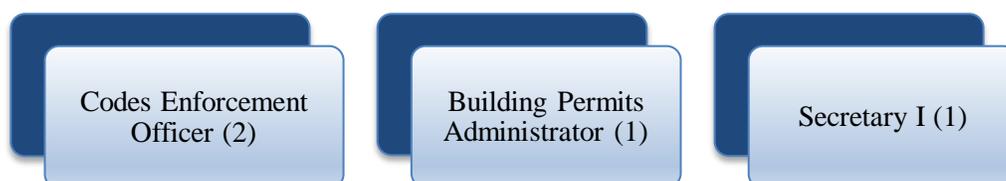
- Renovate traffic light at Muse & Academy Streets, i.e. rewire, replace traffic light heads;
- Rehab traffic light post at Race & Muir St.
- Upgrade electric service at Long Wharf docking area to accommodate larger vessels.
- Install LED lights at Marina;
- Restripe City owned Parking lots;
- Develop a shore erosion plan for Great Marsh Park next to service drive.
- Assist Dockmaster with decking board replacement, installation of LED lights at Marina, installing new water line on Pier E.
- Adjust compensation of lowest paid workers to more closely match that of comparable positions in other Eastern Shore cities.

<b>Municipal Properties Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 314,207	\$ 377,213	\$ 370,043	\$ 396,022
Benefits	140,864	159,125	152,948	125,444
<b>Total personnel expenses</b>	<b>455,071</b>	<b>536,338</b>	<b>522,991</b>	<b>521,466</b>
<b>Total operating expenses</b>	<b>647,195</b>	<b>614,995</b>	<b>577,715</b>	<b>579,565</b>
<b>Total debt service</b>	<b>547,553</b>	<b>496,535</b>	<b>467,444</b>	<b>617,444</b>
<b>Total capital expenses</b>	<b>4,899,000</b>	<b>4,264,600</b>	<b>65,276</b>	<b>5,000</b>
<b>Total Municipal Properties operations</b>	<b>\$ 6,548,819</b>	<b>\$ 5,912,468</b>	<b>\$ 1,633,426</b>	<b>\$ 1,723,475</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Code Enforcement Officer II	9	1	1	1
Building Permits Administrator	8	1	1	1
Secretary I	5	1	1	1
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

<b>Building Safety Services Performance Measures</b>	<b>2015 Calendar Year</b>	<b>2016 Calendar Yr. Projected</b>	<b>2016 Calendar Yr. Actual</b>	<b>2017 Calendar Yr. Projected</b>	<b>2018 Calendar Yr. Projected</b>
Violation Notices Sent	1,623	2,186	2,125	2,150	2,250
Citations Issued	407	260	271	275	280
Property Abatements (Weed/Rubbish)	279	416	315	325	300
Blighted Properties Demolitions	2	5	31	20	15
Abandoned Vehicles Towed	28	23	30	30	25
Permits Approved (Various types)	609	600	787	825	850

**Building Safety Services Accomplishments FY17**

- Sum of Citations issued: 2016-\$219,500.
- Abatements Billed to property owners: 2016 -\$102,947.
- Building Permit Fees Collected: 2016-\$230,055.
- Through efforts of the DPW staff in conjunction with the courts and landowners, there have been 31 structures demolished in 2016.

**Building Safety Services Goals FY18**

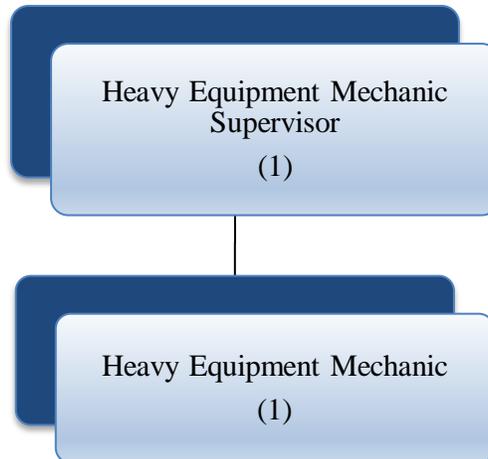
- Fortify our efforts to ensure that all construction meets community design standards through licensed professional, code enforcement and the permitting process.
- Timely inspection of tall grass and weeds, junk and debris and inoperable vehicles within neighborhoods through both complaint-based and proactive code inspections.
- Strengthen our efforts in working with Dorchester County and others in ridding blighted housing and vacant structures within the City.

<b>Building Safety Services Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 100,353	\$ 104,830	\$ 137,686	\$ 108,430
Benefits	25,065	33,742	46,345	58,003
<b>Total personnel expenses</b>	<b>125,418</b>	<b>138,572</b>	<b>184,031</b>	<b>166,433</b>
<b>Total operating expenses</b>	<b>185,879</b>	<b>130,000</b>	<b>122,000</b>	<b>103,000</b>
Total debt service				
Total capital expenses				
<b>Total Building Safety Services operations</b>	<b>\$ 311,297</b>	<b>\$ 268,572</b>	<b>\$ 306,031</b>	<b>\$ 269,433</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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), standardize the composition of the fleet and to accurately budget for maintenance and replacement costs.



Position Summary Schedule	Grade	Authorized FY16	Authorized FY17	Authorized FY18
Heavy Equipment Mechanic Supervisor	9	1	1	1
Heavy Equipment Mechanic	8	1	1	1
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>

Fleet Maintenance Performance Measures	FY16 (Estimated)	FY16 Actual	FY17 (Projected)	FY18 (Projected)
Annual Inspection of Heavy Equipment for DOT Certifications (no. of vehicles)	15	15	15	15
Preventative Maintenance on Vehicles	150	156	152	148
Vehicle Snow Removal Preparation & Maintenance on utilized vehicles During event	5	5	5	5
Major Equipment Breakdown Repaired	23	18	26	28

**Fleet Maintenance Accomplishments FY17**

- 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.
- Worked to improve parts inventory.
- During snow removal operations perform maintenance on snow emergency equipment to ensure availability during removal operation(s).
- Rebuilt rear hopper of garbage truck/sweep blade.
- Performed major engine repair on garbage truck.
- Rehabbed snow plow hitch in lieu of purchasing a new one.

**Fleet Maintenance Goals FY18**

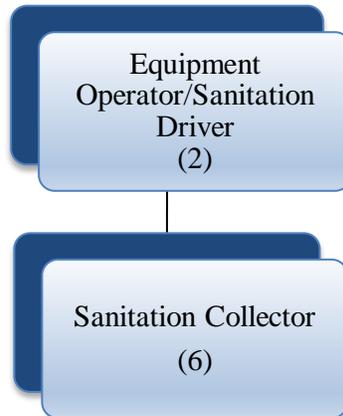
- Ensure that all DPW vehicles will be available and functioning properly.
- Convert old sweeper to usable flatbed truck for maintenance division.
- Conduct a needs evaluation for vehicles to possibility reduce the number of autos in our fleet.
- Perform maintenance on major breakdowns as equipment begins to age, and experience deterioration
- Adjust compensation of lowest paid workers to more closely match that of comparable positions in other Eastern Shore cities.

<b>Fleet Maintenance Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 74,685	\$ 68,025	\$ 69,843	\$ 75,554
Benefits	34,744	28,858	28,160	33,978
<b>Total personnel expenses</b>	<b>109,429</b>	<b>96,883</b>	<b>98,003</b>	<b>109,532</b>
<b>Total operating expenses</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>5,500</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>				
<b>Total Fleet Maintenance operations</b>	<b>\$ 116,429</b>	<b>\$ 103,883</b>	<b>\$ 105,003</b>	<b>\$ 115,032</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

## Sanitation and Waste

Sanitation Department is responsible for providing curbside solid waste within the city's boundaries and to ensure that it is disposed of in the most cost effective and efficient manner. The Sanitation & Waste division also provides specialized services such as bulk collection.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY15</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>
Equipment Operator/Sanitation Driver	6	2	2	2
Sanitation Collector	5	6	6	6
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

<b>Sanitation and Waste Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Solid Waste Collected (approx. tons)	6,301	6,395	6,400
Estimated number of missed/late trash cans	25	15	10
Special collections/cleanups	43	45	50

### **Sanitation and Waste Accomplishments FY17**

- Provided the citizens of Cambridge with solid waste collection two days a week, with small commercial collection on Wednesdays.
- Conducted a study for minimizing street trash, installing 4 City trash containers on High St.
- Explored recycling options for future recommendation.
- Explored utilization of totes for residential refuse collection to minimize street trash and animals getting into trash bags.

**Sanitation and Waste Goals FY18**

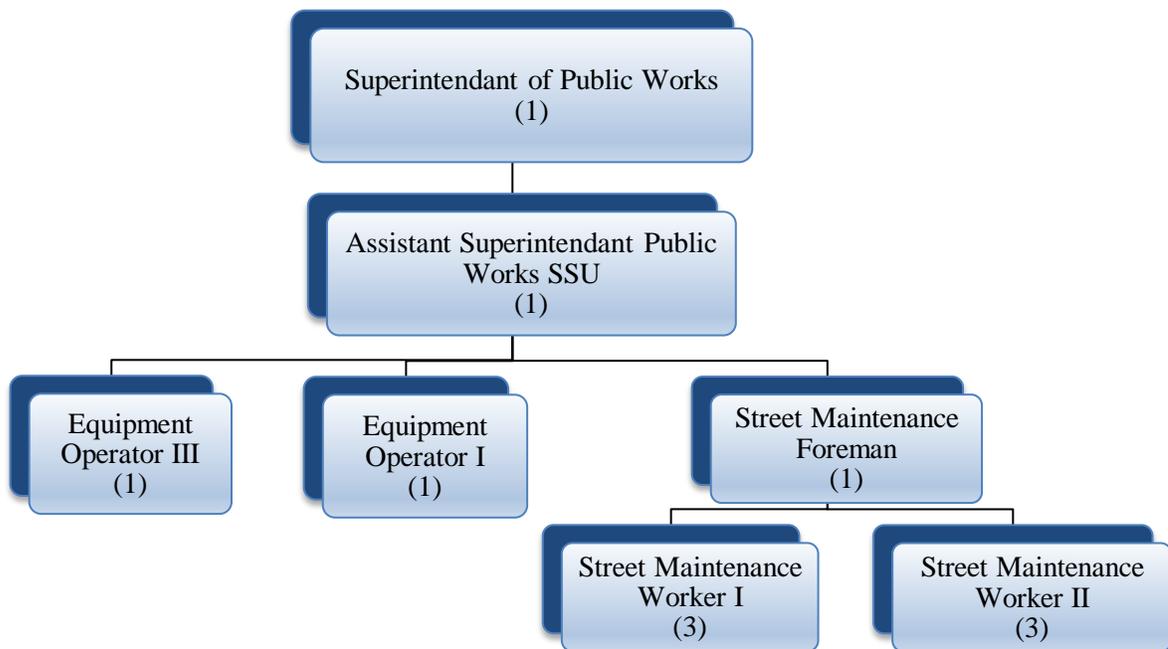
- Minimize and track the number of missed or late trash cans.
- Optimize and track cost/ton to dispose of trash.
- Work in conjunction with Dorchester County to establish & install roll off recycling containers on City owned property for volunteer recycling.
- Institute methods to minimize trash scattering on streets with utilizing 30-gallon trash cans and/or totes.
- Adjust compensation of lowest paid workers to more closely match that of comparable positions in other Eastern Shore cities.

<b>Sanitation and Waste Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 232,821	\$ 224,209	\$ 217,870	\$ 232,767
Benefits	118,114	109,074	104,205	107,734
<b>Total personnel expenses</b>	<b>350,935</b>	<b>333,283</b>	<b>322,075</b>	<b>340,501</b>
<b>Total operating expenses</b>	<b>420,700</b>	<b>413,700</b>	<b>410,700</b>	<b>432,700</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>	<b>25,000</b>			<b>110,000</b>
<b>Total Sanitation and Waste operations</b>	<b>\$ 796,635</b>	<b>\$ 746,983</b>	<b>\$ 732,775</b>	<b>\$ 883,201</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

## Highway and Streets

The Highway and Streets provides some of the most basic, yet essential services the City must offer. This section 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 of City streets and right-of-way's, along with overseeing the street overlay projects and snow and ice maintenance. 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 FY16	Authorized FY17	Authorized FY18
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	1
Equipment Operator II	7			
Equipment Operator I	6	1	1	1
Street Maintenance Worker II	6	2	2	3
Street Maintenance Worker I	5	4	4	3
<b>Total</b>		<b>11</b>	<b>11</b>	<b>11</b>

\*Note: certain positions have been reallocated to conform to the FY18 Budget

<b>Highway and Streets Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Estimated)</b>	<b>FY18 (Projected)</b>
2016 Asphalt Overlay Program (miles)	1.6	1.6	1.7	1.7
Assist with weekend events	40	48	50	55
Ditch Cleaning of over growth (feet)	500	500	500	500
Street Sweeping (miles)	500	510	525	550

### Highway and Streets Accomplishments FY17

- Assist with weekend events; i.e. putting out and emptying trash cans, making sure areas are clean, sweep, close and open streets, etc.;
- Staff rotation for fill in on refuse truck during vacation/sick;
- Supervise inmates when used on weekends for various projects;
- Demolished 6 blighted buildings, clean up, and grade property;
- Leaf collection in fall, asphalt, potholes, repair; tree trimming over streets to proper clearance height;
- Maintenance of; City used alleys, city owned parking lots/boat ramps, assist with parks, walking track at Great Marsh.
- Perform emergency operations; i.e. snow removal, rain/hurricane/wind events, weekend call backs.
- Continue to respond to Citizen concerns and request for service in a timely manner.
- Repaired deteriorated brick road surface areas in the 100 & 200 block of High St.

### Highway and Streets Goals FY18

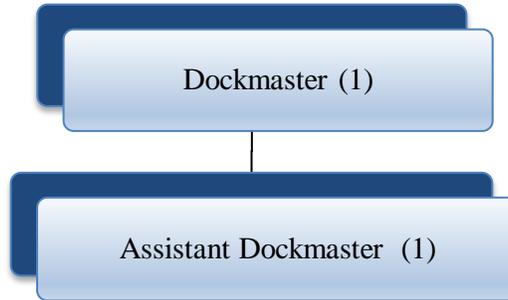
- Assist Utilities Maintenance Division with sewer & storm drain repairs.
- Make repairs to deteriorated curbs in various.
- Repair additional deteriorated brick road surface areas in the 100 & 200 block of High St.
- Maintain our efforts to work with Dorchester County Detention Center to utilize inmates for weekend maintenance.
- Maintain our support for weekend events and larger events, i.e. Ironman, Eagleman, etc.
- Persist in our efforts to provide the high level of emergency response for snow removal and equipment failures requiring immediate attention.
- Adjust compensation of lowest paid workers to more closely match that of comparable positions in other Eastern Shore cities.

<b>Highway and Streets Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 377,753	\$ 374,383	\$ 370,093	\$ 398,657
Benefits	212,686	138,919	134,375	184,142
<b>Total personnel expenses</b>	<b>590,439</b>	<b>513,302</b>	<b>504,468</b>	<b>582,799</b>
<b>Total operating expenses</b>	<b>165,200</b>	<b>171,500</b>	<b>154,000</b>	<b>165,500</b>
<b>Total debt service</b>	<b>38,893</b>	<b>38,893</b>	<b>38,893</b>	<b>35,662</b>
<b>Total capital expenses</b>	<b>336,000</b>	<b>250,000</b>	<b>250,000</b>	<b>604,000</b>
<b>Total Highway and Streets operations</b>	<b>\$ 1,130,532</b>	<b>\$ 973,695</b>	<b>\$ 947,361</b>	<b>\$ 1,387,961</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 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.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Dockmaster	10	1	1	1
Assistant Dockmaster	8	1	1	1
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>

<b>Marina Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Projected)</b>	<b>FY18 (Projected)</b>
Gas Sold (gallons)	12,820	17,186	16,391	18,000
Diesel Fuel sold (gallons)	23,682	29,360	25,356	25,000
Sewage Pump outs	102	77	77	100
Annual Slip Holders	145	142	145	150
Number of Transient Slip Rentals	304	345	345	347

## Marina Accomplishments FY17

- Maintained high level of customer support to our annual/transit boaters.
- Continuation of improvements to the appearance and services at the Marina by installing new decking boards, water lines, security cameras, safety ladders, and LED lighting.

**Marina Accomplishments FY17 continued**

- Working with Economic Development we increased our advertising campaign promoting the Marina, creating a brochure including an events calendar, monthly advertising in magazines Prop Talk, & Spin Sheet.
- Host events for citizens & boating community such as Spring Kick off, and fishing tournaments.
- Worked with Lighthouse staff/volunteers to open and close daily during peak season.

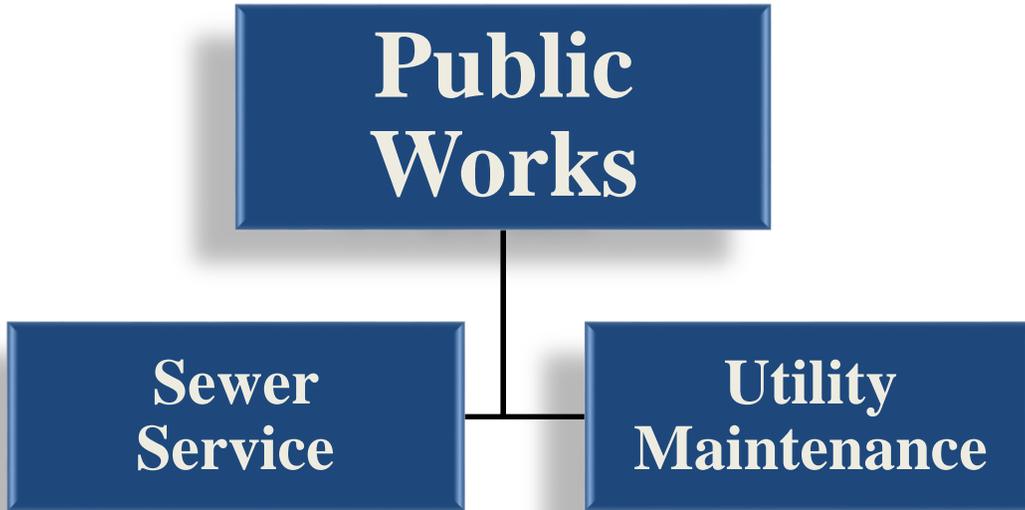
**Marina Goals FY18**

- Increase Annual Slip holders through marketing efforts working with Economic Development; i.e. provide boating public with brochure including weekend calendar of events;
- Increase WIFI service throughout the Marina;
- Increase activities at the Marina to attract boaters and citizens i.e. fishing tournaments, boating docking competition & boat show.
- Working with Building Facilities staff to install LED lighting to improve security and ambience to our park;
- Replace older safety ladders on E & H piers;
- Replace old galvanized waterline on E pier with new lines;
- Install new rub rails at the fuel docks to protect boats from damage while fueling vessels.

<b>Marina Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 75,371	\$ 75,380	\$ 77,070	\$ 76,670
Benefits	41,235	29,834	29,152	35,233
<b>Total personnel expenses</b>	<b>116,606</b>	<b>105,214</b>	<b>106,222</b>	<b>111,903</b>
<b>Total operating expenses</b>	<b>160,600</b>	<b>160,218</b>	<b>163,540</b>	<b>165,194</b>
<b>Total debt service</b>	<b>269,447</b>	<b>266,253</b>	<b>255,000</b>	<b>255,000</b>
<b>Overhead allocation</b>	<b>72,394</b>	<b>36,507</b>	<b>107,923</b>	<b>99,104</b>
<b>Total capital expenses</b>				<b>65,000</b>
<b>Total Marina operations</b>	<b>\$ 619,047</b>	<b>\$ 568,192</b>	<b>\$ 632,685</b>	<b>\$ 696,201</b>

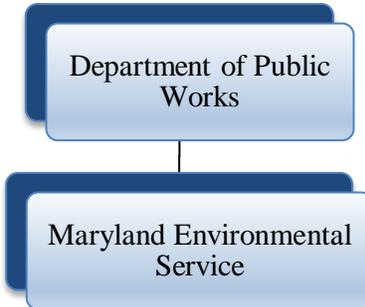
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget  
Overhead allocation for FY14 to FY16 was imputed for comparison purposes only

## **Sewer Fund Organizational Chart**



## Sewer Service (Contract)

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.



<b>Sewer Services Performance Measures</b>	<b>FY16 Estimated</b>	<b>FY16 Actual</b>	<b>FY17 (Estimated)</b>	<b>FY18 (Projected)</b>
Millions of Gallons Per Day Operation	2.87	2.5	2.6	2.6
Renew Discharge Permit				5 Year Permit
Number of Discharge Violations	0	1	0	0
Industrial User Discharge Permits	5	5	6	6

### **Sewer Service Accomplishments FY17**

- 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.
- Achieved an annual average discharge loading of 2.61 milligrams per liter (mg/l) for nitrogen and 0.10 mg/l for phosphorous meeting MDE requirements for the MDE Operation & Maintenance grant.

### **Sewer Service Goals FY18**

- 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.
- Achieve an annual average discharge loading of less than 3 mg/l for nitrogen and 0.30 mg/l for phosphorous.

<b>Sewer Services Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries				
Benefits				
<b>Total personnel expenses</b>				
<b>Total operating expenses</b>	<b>\$ 1,925,861</b>	<b>\$ 1,985,969</b>	<b>\$ 2,002,070</b>	<b>\$ 1,996,730</b>
<b>Total debt service</b>	<b>884,197</b>	<b>860,015</b>	<b>725,296</b>	<b>755,899</b>
<b>Overhead allocation</b>	<b>1,483,698</b>	<b>1,286,273</b>	<b>1,403,003</b>	<b>1,396,191</b>
<b>Total capital expenses</b>	<b>78,700</b>	<b>100,545</b>	<b>205,000</b>	<b>160,000</b>
<b>Total Sewer Service operations</b>	<b>\$ 4,372,456</b>	<b>\$ 4,232,802</b>	<b>\$ 4,335,369</b>	<b>\$ 4,308,820</b>

\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget  
Overhead allocation for FY14 to FY16 was imputed for comparison purposes only

# Utility Maintenance

The City of Cambridge's Utilities Maintenance Department'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.

Equipment Operator II  
(1)

<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY16</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Equipment Operator I	6	1	1	
Equipment Operator II	7			1
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>

<b>Utility Maintenance Performance Measures</b>	<b>FY16 (Estimated)</b>	<b>FY16 Actual</b>	<b>FY17 (Estimated)</b>	<b>FY18 (Projected)</b>
Maintenance Repair on Sewer Lines	14	8	7	8
Maintenance Repair on Storm Drains	6	5	3	4
Sidewalk/Curb Gutter repair	250	200	175	200
Maintenance Sewer Lines (cleaning) (feet)	2500	2700	2000	2200

## Utility Maintenance Accomplishments FY17

- 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.
- Repaired broken sewer lines on Rt. 50 & Woods Rd., Muir St., High St., backfilled and made final street repairs.
- Worked with County on annual ditch maintenance, Bayly Rd., Chesapeake St., Governors Ave., Maces Lane.
- Bush hogged roadsides, ditches, large City owned vacant lots, etc.

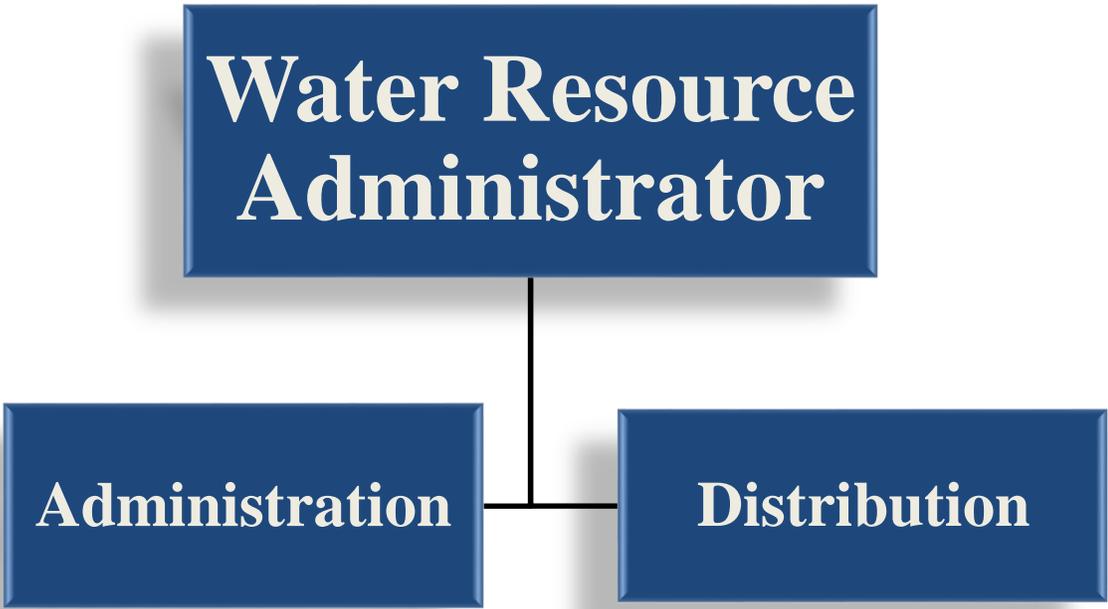
## Utility Maintenance Goals FY18

- Maintain routine maintenance on cleaning of sewer lines and storm drains in known trouble areas with Vac-Con.
- Install new sidewalk at the entrance area of the 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. The City has approx. 50 miles of gravity sewer lines, with 5 miles of force mains; approx. 60 miles of streets, not including City owned parking lots.

Utility Maintenance Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget
Salaries	\$ 33,460	\$ 35,349	\$ 36,245	\$ 41,347
Benefits	16,897	14,607	14,261	16,905
<b>Total personnel expenses</b>	<b>50,357</b>	<b>49,956</b>	<b>50,506</b>	<b>58,252</b>
<b>Total operating expenses</b>	<b>81,750</b>	<b>82,242</b>	<b>108,500</b>	<b>104,081</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>	<b>42,000</b>			
<b>Total Utility Maintenance operations</b>	<b>\$ 174,107</b>	<b>\$ 132,198</b>	<b>\$ 159,006</b>	<b>\$ 162,333</b>

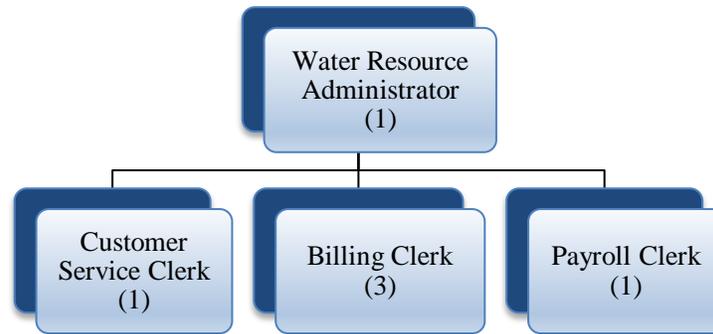
\*Note: certain items have been reclassified in the prior year to conform with the FY18 Budget

**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 FY16	Authorized FY17	Authorized FY18
Water Resource Administrator	15	1	1	1
Payroll Clerk	9	1	1	1
Billing Clerk	7	2	3	3
Customer Service Clerk	6	2	1	1
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>

MUC Administration Performance Measures	FY15	FY16	FY17 (Projected)	FY18 (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	√	√	√	√
Number of payroll checks/direct deposits	*390	*390	*3,328	*3,328

\*Estimates based on current data

## MUC Administration Accomplishments FY17

- Rearranged offices to benefits employee needs
- Completed rental registration mailouts
- Increased service fees as of July 1<sup>st</sup> which reduced turnoffs
- Created book of ordinances and resolutions related to MUC for easy reference.
- Improved bill Codes
- Upgraded Water Model for infrastructure
- Made improvements to City Hall
- Team building training for office personnel
- Transitioned all City Payroll under one Payroll Clerk

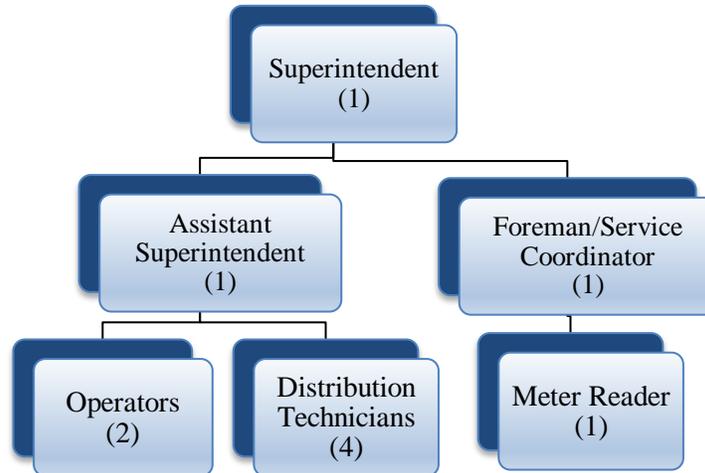
**MUC Administration Goals FY18**

- Complete rental data and billing
- Timely and accurate Water Quality reports to be sent to customers.
- Complete Maryland Department of the Environment requirements as mandated
- Continue team building and cross training of office personnel
- Complete timely and accurate water/sewer bills monthly
- Issue all paychecks on time.

<b>MUC Administration Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 208,521	\$ 219,310	\$ 246,062	\$ 251,649
Benefits	272,000	273,000	245,000	245,000
<b>Total personnel expenses</b>	<b>480,521</b>	<b>492,310</b>	<b>491,062</b>	<b>496,649</b>
<b>Total operating expenses</b>	<b>164,100</b>	<b>192,557</b>	<b>217,100</b>	<b>206,650</b>
<b>Total debt service</b>	<b>12,050</b>	<b>12,050</b>	<b>12,050</b>	<b>12,050</b>
<b>Total overhead allocation</b>				<b>19,735</b>
<b>Total capital expenses</b>				
<b>Total MUC Administration operations</b>	<b>\$ 656,671</b>	<b>\$ 696,671</b>	<b>\$ 720,212,</b>	<b>\$ 735,084</b>

# 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.



<b>Position Summary Schedule</b>	<b>Grade</b>	<b>Authorized FY17</b>	<b>Authorized FY18</b>
Superintendent	11	1	1
Assistant Superintendent	10	1	1
Foreman/Service Coordinator	9	1	1
Operators	7	2	2
Water Distribution Technician II	7	3	4
Meter Reader	7	1	1
Water Distribution Technician I	6	1	
<b>Total</b>		<b>10</b>	<b>10</b>

<b>MUC Distribution Performance Measures</b>	<b>Calendar Yr. 2016</b>	<b>Calendar Yr. *2017</b>
Millions of gallons delivered to customers	676	680
Leaks repaired by MUC	50	50
City-wide Hydrant flushing	2	2
Percentage of successful sampling	100%	100%
Number of new services in system	8	10
Number of meters read (estimated)	66,000	66,000
Number of Pump stations maintained	4	4
Number of Elevated Tanks maintained	2	2
Number of Ground Storage tanks maintained	4	4
Number of Hydrants replaced	2	4

\* to be determined

### MUC Distribution Accomplishments FY17

- Moved main on Rt.16 & Woods Rd for round-a-bout
- Installed service (in-kind) on Sunburst Highway for irrigation to account for water usage
- Increase fire flow by connecting Long Boat to Kiowa Rd
- Replace 16 services on Somerset Ave to new Main.
- Filled vacancy for Water Distribution Technician with first female.
- Moled two new water lines at Long Wharf for DPW
- Washed out and inspected tanks at Woods Rd and Washington St.
- Completed Grant work for Maryland Department of the Environment Grant
- Abandoned water line under Cambridge Creek to prevent undetectable leaks.
- Continue to add data of water infrastructure to the GIS server

### MUC Distribution Goals FY18

- Continue to expand valve maintenance program
- Continue to complete all ties ins for Oak Hill Residences
- Continue to maintain all licenses of personnel as mandated by Maryland Department of the Environment
- Continue to replace any galvanized services as found
- Continue to upgrade infrastructure whenever possible
- Maintain good customer relations
- Complete lead copper testing as required
- Increase salaries of distribution staff to levels of similar positions on the Eastern Shore over a two-year period.

<b>MUC Distribution Budget</b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Salaries	\$ 330,264	\$ 359,309	\$ 374,642	\$ 390,540
Benefits			28,000	28,000
<b>Total personnel expenses</b>	<b>330,264</b>	<b>359,309</b>	<b>402,642</b>	<b>418,540</b>
<b>Total operating expenses</b>	<b>793,900</b>	<b>801,550</b>	<b>686,650</b>	<b>677,050</b>
<b>Total debt service</b>				
<b>Total capital expenses</b>	<b>17,000</b>		<b>158,100</b>	<b>100,000</b>
<b>Total MUC Distribution operations</b>	<b>\$ 1,141,164</b>	<b>\$ 1,160,859</b>	<b>\$ 1,247,392</b>	<b>\$ 1,195,590</b>

# **Appendix A 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 FY2018 rate of \$.8179 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. The previous tax rate of \$.7989 was in effect from FY2014 to FY2017. The increase was to maintain the constant yield- the same expected revenue from taxes.

The current adjusted assessable base is \$732,987,470, resulting in a revenue expectation of \$5,856,154 before exemptions- the same as the previous year.

### **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 FY2018. In FY2018, 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 FY2018 is \$113,037. Cambridge's portion of the one-time grant is \$310,853.

**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 FY2017 and the grant is in the State budget for FY2018. Expected revenue for FY2018 is \$423,890.

## **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

### Trader's License(s)

Bed & Breakfast		\$ 150.00	May - April
Carnival Events		\$ 150.00	Per event
Discharge Permits		\$ 1,000.00	Bi-Annual
Mobile Home Park		\$ 10,000.00	Commencement
		\$ 100.00	Yearly Renewal
Palmistry		\$ 1,000.00	Per Year
Oyster Buyers @Long Wharf		\$ 100.00	Per month (8mth Lic.)
	Electric Charge	\$ 42.00	Per month (8mth Lic.)
Peddler's <b>*50% discount for those that pay a state Peddler's Fee equal to or greater than our fee**</b>		\$ 50.00	1-day license
		\$ 125.00	6-month license
		\$ 200.00	1-year license
Rental Registration		\$ 40.00	Per unit
Salvage		\$ 250.00	Per year
Septic Haulers		\$ 500.00	Per year
Septic Sludge <b>*pro-rated per 1,000-gallon tank</b>		\$ 50.00	Dorchester County
		\$ 60.00	Outside Dorchester County
Transient(s) Business		\$ 1,000.00	Per month or fraction there of
Taxi Cab Business	1 <sup>st</sup> Vehicle	\$ 100.00	Per Year
	Ea. Additional Vehicle	\$ 50.00	Per Year
	Taxi Operator's License	\$ 25.00	Per Year

### **Administrative**

Digital Recordings		\$ 10.00	Each
Paper copies (up to 14")	Black & White	\$ 0.25	Per sheet
	Color	\$ 0.50	Per sheet
Sworn Officer Services		\$ 45.00	Per hour
Official Police Reports	Insurance Company	\$ 5.00	1st Sheet
		\$ 2.00	ea. Additional Sheet
	Private citizens	\$ 3.00	1st Sheet
		\$ 1.00	ea. Additional Sheet

**Department of Public Works Specific**

Application Submission		\$	100.00	
Home Builders Guaranty Fund (Residential)		\$	50.00	
Impact Fees (Per Unit or EDU)	<b>Suspended thru April 2019</b>			

**Permits**

Building	Minimum	\$	50.00	Calculated per Permit Fee Schedule
Decks	Minimum	\$	80.00	Calculation Group U Type VB
Sheds	Minimum	\$	50.00	Calculation Group U Type VB
Roofing &/or Siding	Residential	\$	50.00	<b>then</b> \$ .10 per Sq. Ft.
	Commercial	\$	50.00	
Demolition		\$	75.00	
Backflow Prevention		\$	50.00	
Electrical		\$	15.00	Inspection Cost via M.D.I.A.
Swimming Pools	(in-ground) Minimum	\$	125.00	\$ .40 per sq. ft.
	(above ground) Minimum	\$	40.00	\$ .20 per sq. ft.
Commercial Renovations	Interior Walls	\$	60.00	<b>then</b> \$2.00 per lineal ft.
Signage:	15 sq. ft. or less	\$	50.00	Per sq. ft.
	>15 sq. ft. but < 30 sq. ft.	\$	75.00	Per sq. ft.
	30 sq. ft. & over	\$	100.00	Per sq. ft.
Bulkhead	Minimum	\$	60.00	<b>then</b> \$1.00 per lineal ft.
Fences	Minimum (Less than 100 lineal ft.)	\$	50.00	<b>then</b> \$0.50 per lineal ft.
<b>Piping</b>				
Under Slab, Rough-In & Final Inspection (Waste & Water)	Up to 5 fixtures	\$	100.00	<b>then</b> \$15 each additional

\*\*\*\*(A square ft. 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".)

<b>Plumbing</b>				
Up to 5 Fixtures		\$	50.00	<b>then</b> \$15 each additional fixture
Modular/Manufactured Homes			60.00	
Sewer Connection			50.00	
Sewer Tap			800.00	
Water Connection			50.00	
Gas Connection			50.00	
Interceptor/Separator			50.00	
Fire Service Pipe			50.00	
Sewage Pumps(exterior)			50.00	
Apartment Units	1st Unit	\$	800.00	<b>then</b> \$60. each additional unit

<b>HVAC (Mechanical)</b>				
Residential	New or Replacement	\$	75.00	Per unit
Non-Residential	Kitchen Exhaust Equipment		75.00	Per hood unit
	Gas Piping Systems		100.00	
	Fuel Oil Piping Systems		80.00	
	HVAC System(s) to \$10,000	\$	75.00	<b>then</b> Add \$10 per \$1,000 over 10k

<b>Solar Power System(s)</b>				
Residential		\$	50.00	
Commercial	<b>Minimum</b>	\$	50.00	
	Roof Mounted		<b>Minimum</b>	+ \$.11 per sq. ft. outside Boundary
	Ground Mounted		<b>Minimum</b>	+ \$.01 per sq. ft. outside Boundary

Failed Building Inspections	1st Failure	\$	100.00	<b>then</b> \$200.00 ea. additional
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<b>Registrations</b>				
HVAC (Mechanical)	Single Registration	\$	30.00	<b>2 or more</b> \$25 each
Plumbers			30.00	
Electrician		\$	30.00	

<b>Pods/Temporary Storage Trailers</b>				
Single Family Residential	1st Month	\$	25.00	<b>then</b> \$20 per month (\$125 Max)
Commercial		\$	50.00	Flat per month (\$300 Max)

\*\*\*\*6-month Maximum\*\*\*\*

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

Street Opening Permit	Asphalt / Millings	\$ 2.00	<b>plus</b>	\$7.70 per sq. ft.
	Brick Street		<b>plus</b>	\$35 per sq. ft.
Grading Permit		\$ 200.00	<b>plus</b>	\$200 per sheet**
Annexation of Property Application		\$ 5,000.00		
Amendment of Zoning Text		\$ 200.00		
Major Subdivision Review		\$ 500.00	<b>plus</b>	\$50 per lot/unit*
Minor Subdivision Review		\$ 200.00		
Lot Line Revision		\$ 200.00		
Property Rezone Application		\$ 750.00*		
Site Plan Review(s): Original Submittal & one review)	Less than 10,000 sq. ft.	\$ 1,000.00		
	Over 10,000 sq. ft.	\$ 2,000.00		
Variance and Special Exception Application		\$ 200.00*		
<b>Appeals</b>				
Housing Board of Review		\$ 200.00*		
Board of Appeals				
Family Daycare Application		\$ 50.00		
Historic District Review Application	Residential Structures	\$ 50.00		
	Commercial Structures	\$ 100.00		
Forest Conservation Plan Review		\$ 200.00		

\* Fee includes cost for advertising

\*\*Fee includes cost of engineering plan review, storm-water management review, preparation of Public Works Agreement and site inspections.

## Marina Fees

### Annual Leasing

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 six (6) months or the full year. The first six (6) month payment is due by January 31<sup>st</sup>. The second six (6) month payment is due by May 31<sup>st</sup> of each year. Late fees of 10% payable
- ✚ 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%.
- ✚ Fees do not include electric. Each slip has its own meter and will be billed on a quarterly basis at the prevailing rate. 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 (2-3 years)** – a 5% discount for a two (2) year lease and a 7.5% discount for a three (3) year lease with the non-refundable slip fees being paid up-front to qualify for the discounted rate.

### Transient Rates

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

<b>Daily</b>	\$ 1.50 per ft. per day	
<b>Weekly</b>	\$ 6.00 per ft. <b>plus</b>	\$25 for 30 Amp or \$50 for 50 Amp Electric Service
<b>Cruise Ships</b>	\$ 2.00 per ft. per day	
<b>Waterman (TFL Required)</b> <b>MONTHLY SCHEDULE BELOW</b>	\$ 600 per yr.	If located in Waterman's Row (A-Pier) <b>OR</b> one sixth (1/6 <sup>th</sup> ) of Annual lease fee minus a twenty percent (20%) discount. <b>Electric is billed on a quarterly basis at the prevailing rate -</b>

Payment Plans and Late Fees: Slip holders shall have the option of prepaying their annual slip fees, or making two equal installments.

a. Prepayment in full. Slip holders electing to pay their annual slip rental fee in full must make their total payment on or before January 31st. If the slip rental fee is not paid by January 31st, a 5% penalty will be charged to the slip holder, which penalty and the annual slip lease fee shall be due by February 28th. If said payment is not made by February 28<sup>th</sup>, an additional 5% penalty will be charged to the slip holder, which penalties and the annual lease fee shall be due by March 31st. The failure of the slip holder to make full payment of penalties and the annual lease fee by March 31<sup>st</sup> shall result in the immediately forfeiture of any rights which may have been granted by a lease of the slip, and an immediately forfeiture and relinquishment of the individual (slip holder) to retain the use of the slip, and shall permit the City arrange for the removal of the boat from the slip. If the owner does not remove the boat within the time required by the City, the boat shall be removed and the owners shall be solely responsible for all costs associated with the removal of the boat and all storage fees

b. Payment in Two Installments. Slip holders electing to pay their annual slip rental fees in two equal installments must make their first installment payment on or before January 31st and the second installment payment on or before May 31st. If the first installment payment is not paid by January 31st, the option for two (2) installment payments is forfeited by the slip holder and the slip holder shall be required to pay the annual slip lease fee in full, together with a 5% penalty by February 28th. If said payment is not made by February 28th, an additional 5% penalty will be charged to the slip holder, which penalties and the annual lease fee shall be due by March 31st. The failure of the slip holder to make full payment of penalties and the annual lease fee by March 31st shall constitute an immediate forfeiture of any and all rights which may have been granted by a lease of the slip, and an immediate forfeiture and relinquishment of the individual's (slip holder) right and privilege to retain the use of the slip, and shall permit the City to arrange for the immediate removal of the boat from the slip. If the owner does not remove the boat within the time required by the City, the boat shall be removed and the owner shall be solely responsible for all costs associated with the removal of the boat and for all storage fees

c. If the first installment payment is timely made by January 31st, then the second installment payment shall be paid on or before May 31st. If the second installment payment is not paid by May 31st, the slip holder shall be required to pay the second installment in full, together with a 5% penalty (5% of the balance due) by June 30th. If the penalty and installment payment is not made by June 30th, an additional 5% penalty will be charged to the slip holder, which penalties and the entire balance due shall be due by July 31st. The failure of the slip holder to make full payment of penalties and the annual lease fee by July 31st shall constitute an immediate forfeiture of any and all rights which may have been granted by a lease of the slip, and an immediate forfeiture and relinquishment of the individual's (slip holder) right and privilege to retain the use of the slip, and shall permit the City to arrange for the immediate removal of the boat from the slip. If the owner does not remove the boat within the time required by the City, the boat shall be removed and the owner shall be solely responsible for all costs associated with the removal of the boat and for all storage fees

**Municipal Utilities Commission’s 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

<b>Meter Size</b>	<b>Amount</b>
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

<b>Quantity</b>	<b>Amount</b>
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

<b>Meter Size</b>	<b>Amount</b>
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

<b>Charge</b>	<b>Amount</b>
Turn-off for permanent cessation of services	No charge
Turn-on after shutoff for delinquency	\$50.00
Turn-off during nonbusiness hours	\$100.00
Turn-off/Turn-on for customer's convenience	\$15.00
Turn-on charges for new customers and reactivation of prior services	\$50.00

**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

\$14.25 per month for residential users per unit
\$42.75 per month for commercial –DPW approval required

**Rescue Fire Company**

- Fire Hazmat Materials Response

<b>Response</b>	<b>Amount</b>
Less than 5 gal WITH exposure	\$250.00
5 to 20 gallons WITH OR WITHOUT exposure	\$500.00
20 to 50 gallons WITHOUT exposure	\$500.00
20 to 50 gallons WITH exposure	\$1500.00
All situation using >\$2,000 equipment and material up to 4 hours	\$100 hour > 4 hour

## Appendix B – Positions and Salaries City Staffing Levels – Two Year Comparison

DIVISION	FISCAL YEARS 2016/2017 (As of 6/30/17)		FISCAL YEARS 2017/2018 (as of 7/1/17)	
	FULL	PART	FULL	PART
Mayor		1		1
Commissioners		5		5
City Manager	3		3	
Finance	3	1	3	1
Information Technology	2		2	
Office of Police Chief	10	1	9	
Patrol	34	2	35	1
Special Operations	8		8	
Public Works Administration	3		3	
Engineering	4		4	
Planning & Zoning	2		2	
Economic Development	1	1	1	1
Municipal Properties	11		11	
Building Safety Services	4		3	
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	
<b>CITY STAFFING LEVELS</b>	<b>125</b>	<b>11</b>	<b>124</b>	<b>9</b>

## Staffing Changes by Position - Two Year Comparison

### FY2016 to FY2017 Budget Changes

Full Time	Part Time	Position	Division
	1	Account Clerk-	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	Office of Police Chief
	1	Communications	Patrol
-8		Communications	Patrol
-1		Cadet	Patrol
1		Investigative	Special Operations
1		Code Enforcement	Building Safety Services
-1		Custodian	Municipal Properties
1		Redevelopment	City Manager
-1		Economic Director	Economic Development
1		Sergeant	Office of Police Chief
-1		First Sergeant	Patrol
-10	2		

**Added midyear FY17**

**FY2017 to FY2018 Budget Changes**

<b>Full Time</b>	<b>Part Time</b>	<b>Position</b>	<b>Division</b>
	-1	Records technician	Office of Police Chief
	-1	Sergeant	Office of Police Chief
	1	Sergeant	Patrol
	-1	Communications officer	Patrol
-1		Code enforcement officer	Building Safety Services
1		General Maintenance Worker II	Municipal Properties
-1		General Maintenance Worker I	Municipal Properties
1		Street Maintenance Worker II	Highway and Streets
-1		Street Maintenance Worker I	Highway and Streets
1		Equipment Operator II	Utility Maintenance
-1		Equipment Operator I	Utility Maintenance
1		Water Distribution Technician II	MUC Distribution
-1		Water Distribution Technician I	MUC Distribution
-1	-2		

## 2018 Positions and Salary Control

<b>Control</b>	<b>Position</b>	<b>Grade</b>	<b>Control</b>	<b>Position</b>	<b>Grade</b>
<b>Commissioners</b>			<b>Police Operations</b>		
01-001	Commissioner Ward 1	NA	08-008	Corporal- Patrol	Corporal
01-002	Commissioner Ward 2	NA	08-009	Corporal- Patrol	Corporal
01-003	Commissioner Ward 3	NA	08-010	Corporal- Patrol	Corporal
01-004	Commissioner Ward 4	NA	08-012	Corporal- Patrol	Corporal
01-005	Commissioner Ward 5	NA	08-011	Corporal- Patrol	Corporal
<b>Mayor</b>			08-013	Patrol Officer	PFC/Patrol
02-001	Mayor	NA	08-014	Patrol Officer	PFC/Patrol
<b>City Manager</b>			08-015	Patrol Officer	PFC/Patrol
03-001	City Manager	NA	08-016	Patrol Officer	PFC/Patrol
03-003	Redvmt (Sailwinds) Prj Mgr	16	08-017	Patrol Officer	PFC/Patrol
03-002	Executive Secretary	10	08-019	Patrol Officer	PFC/Patrol
<b>Finance Department</b>			08-020	Patrol Officer	PFC/Patrol
04-001	Finance Director	17	08-021	Patrol Officer	PFC/Patrol
04-003	Payables Account Clerk	7	08-022	Patrol Officer	PFC/Patrol
04-004	Revenue/GL Acct Clerk	8	08-023	Patrol Officer	PFC/Patrol
04-005	Purchasing Tech. Acct Clerk	9	08-024	Patrol Officer	PFC/Patrol
<b>Informational Technology</b>			08-025	Patrol Officer	PFC/Patrol
06-001	I.T. Coordinator	13	08-027	Patrol Officer	PFC/Patrol
06-002	I.T. Assistant	9	08-028	Patrol Officer	PFC/Patrol
<b>Police Administration</b>			08-029	Patrol Officer	PFC/Patrol
07-001	Chief of Police	17	08-030	Patrol Officer	PFC/Patrol
07-002	Deputy Chief	Captain	08-031	Patrol Officer	PFC/Patrol
07-003	Lieutenant	Lieutenant	08-032	Patrol Officer	PFC/Patrol
07-005	Comm. Police Sergeant	Sergeant	08-033	Patrol Officer	PFC/Patrol
07-009	Community Police Officer	PFC/Patrol	08-035	Patrol Officer	PFC/Patrol
07-010	Community Police Officer	PFC/Patrol	08-036	Patrol Officer	PFC/Patrol
07-004	Executive Assistant	11	08-037	Patrol Officer	PFC/Patrol
07-006	Records Technician	6	08-038	Patrol Officer	PFC/Patrol
07-008	Records Technician	6	08-047	Crossing Guard	NA
<b>Police Administration</b>			<b>Special Operations</b>		
08-001	Lieutenant- Patrol	Lieutenant	09-001	Lieutenant- Investigations	Lieutenant
08-002	Sergeant- Patrol	Sergeant	09-002	Sergeant - Investigation	Sergeant
08-003	Sergeant- Patrol	Sergeant	09-003	Corporal- Investigation	Corporal
08-004	Sergeant- Patrol	Sergeant	09-004	Detective	PFC/Patrol
08-005	Sergeant- Patrol	Sergeant	09-005	Detective	PFC/Patrol
08-006	Sergeant- Patrol	Sergeant	09-007	Detective	PFC/Patrol
08-007	Sergeant- Patrol	Sergeant	09-006	Detective	PFC/Patrol
			09-009	Investigative Technician	8

<b>Control</b>	<b>Position</b>	<b>Grade</b>
<b>Public Works Administration</b>		
10-001	Director	17
10-003	Exec. Assist. Bus. Serv.	11
10-006	Secretary I	5
<b>Municipal Properties</b>		
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 II	6
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
<b>Planning and Zoning</b>		
12-001	City Planner	16
12-002	P&Z Assistant	8
<b>Engineering Services</b>		
13-001	City Engineer	16
13-002	Civil Engineer	15
13-003	GIS Specialist	12
13-004	Engineering Technician II	9
<b>Building Safety Services</b>		
14-001	Code Enforcement Officer II	9
14-002	Building Permits Administrator	8
14-003	Secretary I	5
<b>Sanitation and Waste</b>		
15-001	Equipment Oper./ 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	Eqpt Operator/Sanitation Driver	6

<b>Control</b>	<b>Position</b>	<b>Grade</b>
<b>Economic Development</b>		
05-002	Assoc. Econ. Director	11
05-003	Administrative Assistant	7
<b>Fleet Maintenance</b>		
16-001	Heavy Equipment Mechanic Sprvsr	9
16-002	Heavy Equipment Mechanic	8
<b>Streets and Highways</b>		
17-001	Super. 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 II	6
<b>Marina</b>		
18-001	Dockmaster	10
18-002	Assistant Dockmaster	8
<b>Utility Maintenance</b>		
19-001	Equipment Operator II	7
<b>Municipal Utilities Commission</b>		
MUC-001	Water Resource Admin.	15
MUC-002	Payroll Account Clerk	9
MUC-003	Billing Account Clerk	7
MUC-004	Customer Serv Acct Clk	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 coord.	9
MUC-010	Water Distribution Tech II	7
MUC-011	Meter Read Coordinator	7
MUC-012	Water Distribution Tech II	7
MUC-013	Water Distribution Tech II	7
MUC-014	Water Distribution Tech II	7
MUC-015	Water Production Oper.	7
MUC-016	Water Production Oper.	7

# Salary Grades and Steps: General Employees

Grade (Vertical)\_ Step (Horizontal)

	1	2	3	4	5	6	7	8	9	10
4	21,494	22,783	24,150	25,599	27,135	28,221	29,349	30,523	31,744	32,694
5	23,222	24,615	26,092	27,658	29,317	30,490	31,710	32,659	33,965	35,324
6	25,083	26,588	28,183	29,874	31,667	32,615	33,919	35,276	36,687	38,155
7	27,106	28,733	30,457	31,971	33,890	35,245	36,655	38,121	39,646	41,031
8	29,261	31,017	32,559	34,513	36,583	38,047	39,569	40,951	42,381	44,076
9	30,406	31,919	33,834	35,864	38,016	39,536	40,917	42,346	44,040	45,802
10	32,523	34,475	36,543	38,736	40,859	42,286	43,978	45,737	47,567	49,469
11	35,120	37,227	39,460	41,624	43,906	45,663	47,489	49,389	51,364	53,419
12	37,936	40,212	42,210	44,743	47,427	49,324	51,297	53,349	55,483	57,702
13	40,975	43,011	45,592	48,327	51,227	53,276	55,407	57,623	59,928	62,325
14	43,394	45,998	48,758	51,683	54,784	56,975	59,254	61,624	64,089	66,653
15	46,866	49,678	52,658	55,818	59,167	61,534	63,995	66,555	69,217	71,986
16	50,618	53,655	56,875	60,287	63,904	66,461	69,119	71,884	74,759	77,749
17	55,208	58,521	62,032	65,754	69,699	72,487	75,387	78,402	81,538	83,970

	11	12	13	14	15	16	17	18	19	20
4	33,348	34,015	34,695	35,389	36,097	36,819	37,556	38,307	39,073	39,854
5	36,030	36,751	37,486	38,235	39,000	39,780	40,576	41,185	41,804	42,640
6	38,918	39,696	40,490	41,098	41,716	42,550	43,401	44,269	45,154	46,057
7	41,647	42,480	43,330	44,196	45,080	45,982	46,901	47,840	48,796	49,772
8	44,958	45,857	46,774	47,709	48,664	49,637	50,630	51,642	52,675	53,729
9	46,718	47,652	48,605	49,577	50,569	51,580	52,612	53,664	54,737	55,832
10	50,459	51,468	52,497	53,547	54,618	55,710	56,825	57,961	59,120	60,303
11	54,487	55,577	56,688	57,822	58,979	60,158	61,361	62,589	63,840	65,117
12	58,856	60,034	61,234	62,459	63,708	64,982	66,282	67,608	68,960	70,339
13	63,572	64,843	66,140	67,463	68,812	70,188	71,592	73,024	74,484	75,974
14	67,986	69,346	70,733	72,147	73,590	75,062	76,563	78,095	79,657	81,250
15	73,425	74,894	76,392	77,920	79,478	81,068	82,284	83,518	85,188	86,892
16	79,304	80,891	82,104	83,335	85,002	86,702	88,436	90,205	92,009	93,849
17	84,810	86,506	88,236	90,001	91,801	93,637	95,510	97,420	99,369	101,356

# Salary Ranks and Steps: Sworn Officers

Rank (Vertical)\_ Step (Horizontal)

		1	2	3	4	5	6	7	8	9	10
Patrolman	1	36,436	38,579	40,722	42,448	44,571	46,693	48,816	49,877	50,938	51,999
PFC	2	39,651	41,590	43,510	45,632	47,754	49,877	51,999	52,540	53,591	54,642
Corporal	3	43,510	45,632	47,754	49,877	51,999	53,591	55,693	56,743	57,794	58,845
Sergeant	4	48,816	50,938	52,540	54,642	56,743	58,845	60,947	61,997	63,048	64,099
Lieutenant	5	54,642	56,743	58,845	60,947	63,048	65,150	67,251	68,302	69,353	70,404
Captain	6	54,642	56,743	58,845	60,947	63,048	65,150	67,251	68,302	69,353	70,404

		11	12	13	14	15	16	17	18	19	20
Patrolman	1	52,540	53,591	54,642	55,693	56,743	57,794	58,845	59,896	60,947	61,997
PFC	2	55,693	56,743	57,794	58,845	59,896	60,947	61,997	63,048	64,099	65,150
Corporal	3	59,896	60,947	61,997	63,048	64,099	65,150	66,201	67,251	68,302	69,353
Sergeant	4	65,150	66,201	67,251	68,302	69,353	70,404	71,455	72,505	73,556	74,607
Lieutenant	5	71,455	72,505	73,556	74,607	75,658	76,709	77,759	78,810	79,861	80,912
Captain	6	71,455	72,505	73,556	74,607	75,658	76,709	77,759	78,810	79,861	80,912

		21	22	23	24	25	26	27	28	29	30
Patrolman	1	63,048	64,099	65,150	66,201	67,251	68,302	69,353	70,404	71,455	72,505
PFC	2	66,201	67,251	68,302	69,353	70,404	71,455	72,505	73,556	74,607	75,658
Corporal	3	70,404	71,455	72,505	73,556	74,607	75,658	76,709	77,759	78,810	79,861
Sergeant	4	75,658	76,709	77,759	78,810	79,861	80,912	81,561	82,607	83,242	84,283
Lieutenant	5	81,561	82,607	83,242	84,283	85,323	86,364	87,404	88,445	89,485	90,526
Captain	6	81,561	82,607	83,242	84,283	85,323	86,364	87,404	88,445	89,485	90,526

# Appendix C - Fiscal Policies

## Budget Policy

### FINANCIAL PLAN PURPOSE AND ORGANIZATION

- A. Through its Financial Plan, the City will link resources with results by:
1. Identifying community needs for essential services.
  2. Organizing the programs required to provide these essential services.
  3. Establishing program policies and goals, which define the nature and level of program services required.
  4. Identifying activities performed in delivering program services.
  5. Proposing Council Goals for improving the delivery of program services.
  6. Identifying and appropriating the resources required to perform program activities and accomplish program Council Goals.
  7. Setting standards to measure and evaluate the:
    - a. Output of program activities.
    - b. Accomplishment of program Council Goals.
    - c. Expenditure of program appropriations.
- B. **Budget.** The City will continue using a one-year financial plan using the encumbrance basis. Benefits will be:
1. Concentrating on developing and budgeting for the accomplishment of significant Council Goals.
  2. Establishing realistic timeframes for achieving Council Goals.
  3. Creating a pro-active budget that provides for stable operations and assures the City's long-term fiscal health.
  4. Promoting more orderly spending patterns.
- C. **Measurable Council Goals.** The financial plan will establish measurable program Council Goals and allow reasonable time to accomplish those Council Goals.
- D. **Operating Carryover.** Operating program appropriations not spent during the fiscal year may be carried over for specific purposes into the fiscal year with the approval of the City Manager.
- E. **Goals Status Reports.** The status of major program Council Goals will be formally reported to the Council on an ongoing, periodic basis.
- F. **Mid-Year Budget Reviews.** The Council will formally review the City's fiscal condition, and amend appropriations if necessary, six months after the beginning of each fiscal year.

G. **Balanced Budget.** The City will maintain a balanced budget over the period of the Financial Plan. This means that:

1. Operating revenues must fully cover operating expenditures, including debt service.
2. Ending fund balance (or working capital in the enterprise funds) must meet minimum policy levels. For the general and enterprise funds, this level has been established at 16% of operating expenditures.

## FINANCIAL REPORTING AND BUDGET ADMINISTRATION

A. **Annual Reporting.** The City will prepare annual financial statements as follows:

1. In accordance with Charter requirements, the City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unmodified auditors' opinion.
2. The City will use generally accepted accounting principles in preparing its annual financial statements, and will work towards meeting the requirements of the GFOA's Award for Excellence in Financial Reporting program.
3. The City will issue audited financial statements within 180 days after year-end.

B. **Interim Reporting.** The City will prepare and issue timely interim reports on the City's fiscal status to the Council and staff. This includes mid-year budget reviews; and interim annual reports.

C. **Budget Administration.**

1. The City Manager will 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.
2. As set forth in the City Code, the Council may amend or supplement the budget at any time after its adoption by supermajority vote of the Council members. The City Manager has the authority to make administrative adjustments to the department budgets as long as those changes will not have a significant policy impact negatively on budgeted year-end fund balances.

# Reserve Policy

**Reserves:** The objective of the reserve policies is to maintain services during economic downturns and during natural disasters that interrupt normal City revenues, i.e., for contingency purposes. Additional reserves are maintained for unanticipated capital needs and for major capital replacements that require more funds than can reasonably be budgeted in an annual budget cycle, while maintaining reasonable tax rates.

## General Fund.

Within 3 years (FY2019) the City shall maintain the following reserve threshold:

- a) A minimum unallocated General Fund balance of 10% (1,300,000) of the following year's revenue budget amount to be used for unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs.

Within 10 years (FY2027), the City shall maintain the following reserve threshold:

- a) A minimum unallocated General Fund balance of 16% of the following year's revenue budget amount to be used for unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs. The 16% is 2 months of operating expenses that will pay help expenditures if a natural disaster or economic disaster occurs.

## Enterprise Funds.

### Municipal Utilities Commission

Within 3 years (FY2019) the City/MUC shall maintain the following reserve threshold:

- a) a minimum unallocated Municipal Utilities Commission Fund balance of 16% of the following year's revenue budget amount to be used for cash flow purposes, unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs.
- b) a minimum capital reserve for unanticipated capital expenses of \$150,000
- c) a minimum capital reserve for future acquisitions and replacements of \$1,000,000 for the replacement of large capital items

Within 10 years (FY2027), the City/MUC shall maintain the following reserve threshold:

- a) a minimum unallocated Municipal Utilities Commission Fund balance of 16% of the following year's revenue budget amount to be used for cash flow purposes, unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs. The 16% is 2 months of operating expenses that will pay help expenditures if a natural disaster or economic disaster occurs.
- b) a minimum capital reserve for unanticipated capital expenses of \$150,000
- c) a minimum capital reserve for future acquisitions of \$1,000,000 for the replacement of large capital items

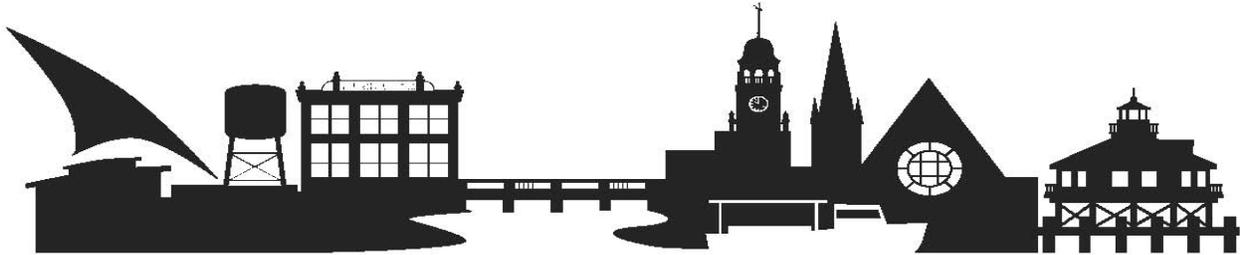
**Use of Fund Balances.** Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are in excess of these reserve guidelines and that plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions. Fund balance is the cumulative years' excess or deficit of all revenues and expense. In the case of proprietary funds, this is termed unrestricted net assets. For the purposes of the budget document, revenue and expense activity includes bond proceeds and debt service.

**Using and Replenishing Reserves:**

Council Action by supermajority will be required to appropriate from reserves in order to expend reserved funds.

When reserves are appropriated and the amount drops below policy thresholds, the City will strive to replenish these funds to the established policy levels within five (5) years. Year-end revenues over expenditures will be the first source of replenishment. Council will consider replenishment as part of budget development and adoption as well.

**Appendix D – Five-Year  
Capital Improvement Program  
FY2018 to FY2022  
City of Cambridge, Maryland**



**Mayor and Commissioners of Cambridge**

Victoria Jackson-Stanley, Mayor

Stephen W. Rideout, Ward 1

Donald Sydnor Ward 2

La-Shon Foster, Ward 3

David Cannon, Ward 4

Robert Hanson, Ward 5

City Manager  
Sandra E. 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). This Five-Year Capital Improvement Program (CIP) covers the period: FY 2018 – FY 2022. 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 category level for each project. Those categories include:

- **Category 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.
- **Category 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.
- **Category 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.
- **Category 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.
- **Category 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.
- **Category 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.

Within each category, items that improve quality of life for the citizens of Cambridge is prioritized and noted.

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**

- December 2016 Council Work Session to identify possible capital projects for the Five Year CIP
- Jan. – Feb. 2017 Finance Director and City-wide team prepared Five Year CIP  
The team consists of City staff from various departments and with varying expertise.
- March 2017 The Five-Year Capital Improvement Program is submitted to the Mayor and Commissioners for acceptance.
- March & April 2017 The Council considers tax levies and other charges deemed necessary to finance the City's budget.
- April 2017 The FY 18 CIP program is submitted to Council as part of the City Manager's Proposed FY 2018 Operating and Capital Budget
- April 2017 The FY 18 CIP is presented to Council and public
- May 2017 The FY 18 CIP is considered and adopted as part of the FY 18 budget.

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 FY2018 include police vehicles, High Street repairs, a sanitation truck, and repaving in the General Fund. The Sewer Fund's capital items include a sludge pump and new lab equipment. MUC's capital projects include water meter replacement, meter reading equipment, service pumps, and a truck.

## Summary of Funding Sources

### General Fund Revenues

The list below indicates the General Fund revenues used to fund the City's CIP for FY2018 to FY2022. 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 FY18 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 FY2018 to FY2022. There is no additional debt scheduled in the FY18 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

FY2018	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total	
New lab equipment	CP18-01	Sewer	1			\$ 20,000				\$ 20,000	
Upgraded firewall	CP18-02	General	1		\$ 5,500					5,500	
> Security implementation for City buildings	CP18-15	General	2		5,000					5,000	
DT traffic control bollards	CP18-08	General	2		4,000					4,000	
* > Leonard Ln Sidewalk Pro	CP18-31	General	2	\$ 350,000						350,000	
Various WWTP spare parts	CP18-09	Sewer	3			50,000				50,000	
New sludge pump	CP18-13	Sewer	3			35,000				35,000	
Refuse truck	CP18-14	Various	3		110,000	40,000				150,000	
> New lights for docks (LED)	CP18-06	Marina	4	35,000						35,000	
Renovation of slips	CP18-07	Marina	4	30,000						30,000	
Water meter replacement	CP18-10	MUC	4					40,000		40,000	
Meter reading equipment	CP18-11	MUC	4					10,000		10,000	
Police vehicles	CP18-12	General	4		80,000					80,000	
Miscellaneous pump repairs	CP18-19	Sewer	4			15,000				15,000	
> Road resurfacing	CP18-04	General	4		250,000					250,000	
Street trucks	CP18-24	MUC	4					25,000		25,000	
Main replacement	CP18-25	MUC	5					25,000		25,000	
<b>FY2018 Totals</b>					<b>\$ 415,000</b>	<b>\$ 454,500</b>	<b>\$ 160,000</b>	<b>-</b>	<b>\$ 100,000</b>	<b>-</b>	<b>\$ 1,129,500</b>

>Council goal  
 \*Quality of Life

## Individual Capital Improvements Projects (continued)

FY2019	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total	
> * Dorchester Ave Cedar to Washington	CP19-01	General	2	\$ 300,000						\$ 300,000	
> * Woods Rd upgrade	CP19-06	General	2	1,800,000	\$ 200,000					2,000,000	
> Security for City buildings	CP18-15	General	2		9,000					9,000	
Safety improv/remodeling processing area	CP19-22	General	2		20,000					20,000	
* > High St Rehab- Phase 1	CP19-09	Various	2		542,000	156,000		\$ 102,000		800,000	
Water meter replacement	CP18-10	MUC	3					40,000		40,000	
Meter reading equipment	CP18-11	MUC	3					10,000		10,000	
Service pump	CP19-04	MUC	3					30,000		30,000	
Roof A/C unit city hall	CP19-23	General	3		30,000					30,000	
Trenton St. pump station rehab	CP19-05	Sewer	3	50,000						50,000	
Miscellaneous pump repairs	CP18-19	Sewer	3			5,000				5,000	
Excavator	CP19-07	Gen/Sew	3		40,000	40,000				80,000	
Tractor	CP19-24	General	3		70,000					70,000	
Lawn mower	CP19-25	General	3		20,000					20,000	
Garbage totes	CP19-03	General	3		160,000					160,000	
Replace tower 1-1	CP19-27	General	4	1,250,000						1,250,000	
Computers	CP19-29	General	4		8,000					8,000	
Pick-up truck	CP19-30	General	4		20,000					20,000	
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	CP18-12	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	CP18-04	General	4		600,000					600,000	
Street trucks	CP18-24	MUC	4					25,000		25,000	
Bucket truck	CP19-12	General	4		150,000					150,000	
* > Long Wharf master plan	CP19-02	Marina	5	100,000						100,000	
* > Housing Auth drainage impr	CP19-10	General	5	275,000						275,000	
> Cannery Park improvements	CP19-15	General	5	500,000						500,000	
Main replacement	CP18-25	MUC	5					187,833		187,833	
Pole building	CP19-34	Gen/Sew	6		40,000	40,000				80,000	
Patrol rifles	CP19-17	General	6		8,000					8,000	
Police vehicle radios	CP19-18	General	6		28,000					28,000	
Dredging (whole Marina)	CP19-20	Marina	6	250,000						250,000	
<b>FY2019 Totals</b>					<b>\$ 4,775,000</b>	<b>\$ 2,162,500</b>	<b>\$ 298,500</b>	<b>\$ 25,000</b>	<b>\$ 394,833</b>	<b>-</b>	<b>\$ 7,455,833</b>

>Council goal  
\*Quality of Life

## Individual Capital Improvements Projects (continued)

FY2020	ID	Fund	Pri	GR/DE	GEN	SR	MR	MUC	OT	Total	
> Security implementation for City buildings	CP18-15	General	2		\$ 14,200					\$ 14,200	
Water meter replacement	CP18-10	MUC	3					\$ 40,000		40,000	
Meter reading equipment	CP18-11	MUC	3					10,000		10,000	
Service pump	CP19-04	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	CP19-05	Sewer	3	1,900,000						1,900,000	
Miscellaneous pump repairs	CP18-19	Sewer	3			54,000				54,000	
New core switches	CP20-25	General	3		4,000					4,000	
Refuse truck	CP18-14	General	3		150,000					150,000	
Garbage totes	CP19-03	General	3		53,333					53,333	
> Road resurfacing	CP18-04	General	4		600,000					600,000	
Re-build docks	CP19-13	Marina	4	250,000						250,000	
Oakley St. seawall	CP20-08	General	4	30,000						30,000	
Police vehicles	CP18-12	General	4		160,000					160,000	
Street trucks	CP18-24	MUC	4					25,000		25,000	
Replace Rescue 1-1	CP19-27	General	4		750,000					750,000	
> Long Wharf master plan	CP19-02	Marina	5	100,000						100,000	
Main replacement	CP18-25	MUC	5					187,833		187,833	
Utility pick-up crew cab with snow plow	CP20-24	Gen/Sew	6		25,000	25,000				50,000	
Patrol rifles	CP19-17	General	6		8,000					8,000	
Police vehicle radios	CP19-18	General	6		28,000					28,000	
<b>FY2020 Totals</b>					<b>\$ 3,280,000</b>	<b>\$ 1,792,533</b>	<b>\$ 379,000</b>	<b>-</b>	<b>\$ 302,833</b>	<b>-</b>	<b>\$ 5,754,366</b>

# Individual Capital Improvements Projects (continued)

FY2021	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total	
Cedar St. stormdrain pipe	CP21-21	General	2	\$ 200,000						\$ 200,000	
*> Bayly Road ped. safety imp.	CP21-02	General	2		\$ 200,000					200,000	
*> High Street Sidewalk	CP21-03	General	2		250,000					250,000	
Water meter replacement	CP18-10	MUC	3					\$ 40,000		40,000	
Meter reading equipment	CP18-11	MUC	3					10,000		10,000	
Service pump	CP19-04	MUC	3					30,000		30,000	
Front-end loader	CP21-04	Gen/Sew	3		75,000	\$ 75,000				150,000	
Lawn mower	CP19-25	General	3		20,000					20,000	
Garbage totes	CP19-03	General	3		53,333					53,333	
* > Road resurfacing	CP18-04	General	4		600,000					600,000	
Dump truck	CP19-08	Gen/Sew	4		45,000	45,000				90,000	
Police vehicles	CP18-12	General	4		160,000					160,000	
Replace engine/tanker	CP19-27	General	4	550,000						550,000	
Street trucks	CP18-24	MUC	4					25,000		25,000	
* > Community center	CP21-01	General	5	1,500,000						1,500,000	
Main replacement	CP18-25	MUC	5					187,834		187,834	
Old city hall renovations	CP21-05	General	5	4,000,000						4,000,000	
Tool cat	CP21-14	Marina	6				32,000			32,000	
PSB fence	CP21-15	General	6		20,000					20,000	
Patrol rifles	CP19-17	General	6		8,000					8,000	
Wood chipper	CP21-17	General	6		30,000					30,000	
Police vehicle radios	CP19-18	General	6		28,000					28,000	
Convert to IP phones	CP21-20	General	6		35,000					35,000	
Dredging (whole Marina)	CP19-20	Marina	6	250,000						250,000	
<b>FY2021 Totals</b>					<b>\$ 6,500,000</b>	<b>\$ 1,524,333</b>	<b>\$ 120,000</b>	<b>\$32,000</b>	<b>\$ 292,834</b>	<b>-</b>	<b>\$ 8,469,167</b>

## Individual Capital Improvements Projects (continued)

FY2022	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total
Pump house structures	CP22-01	MUC	2					\$ 150,000		\$ 150,000
> High Street rehab- Ph 2	CP22-02	General	3	\$ 1,600,000						1,600,000
Water line replacement	CP22-03	MUC	3					2,562,000		2,562,000
Scada system	CP22-04	MUC	3					300,000		300,000
Water meter replacement	CP18-10	MUC	3					40,000		40,000
Meter reading equipment	CP18-11	MUC	3					10,000		10,000
Garbage totes	CP19-03	General	3		\$ 53,334					53,334
Autometer reading system	CP22-05	MUC	3					1,500,000		1,500,000
Street trucks	CP18-24	MUC	4					25,000		25,000
* > Road resurfacing	CP18-04	General	4		600,000					600,000
Police vehicles	CP18-12	General	4		160,000					160,000
Re-build docks	CP21-01	Marina	4	250,000						250,000
Rescue boat	CP22-06	General	4	475,000	25,000					500,000
*-> Regional rec. facility	CP22-09	General	5		1,000,000					1,000,000
Main replacement	CP18-25	MUC	5					187,834		187,834
Police vehicle radios	CP19-18	General	6		28,000					28,000
Patrol rifles	CP19-17	General	6		8,000					8,000
Administrative office upgrades	CP22-07	MUC	6					32,700		32,700
Skid steer	CP22-08	MUC	6					100,000		100,000
<b>Total FY2022</b>				<b>2,325,000</b>	<b>1874,334</b>	<b>-</b>	<b>-</b>	<b>4,907,534</b>	<b>-</b>	<b>9,106,868</b>
<b>5 Year Combined Total:</b>				<b>\$17,295,000</b>	<b>\$7,808,200</b>	<b>\$957,500</b>	<b>\$57,000</b>	<b>\$5,998,034</b>		<b>\$32,115,734</b>

# Individual Capital Improvement Project Descriptions

**Project Name: New lab equipment**

**Project Number: CP18-01**

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

**Project Name: Upgrade firewall**

**Project Number: CP18-02**

This project will provide more security to the informational technology of the City.

**Project Name: Road resurfacing**

**Project Number: CP18-04**

This project is grant-funded annual road resurfacing.

**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: Downtown traffic control bollards**

**Project Number: CP18-08**

This project is to provide downtown traffic control bollards for traffic monitoring use.

**Project Name: Various spare parts**

**Project Number: CP18-09**

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

**Project Name: Water meter replacement**

**Project Number: CP18-10**

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 Number: CP18-11**

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: Police vehicles**

**Project Number: CP18-12**

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

**Project Name: New sludge pump**

**Project Number: CP18-13**

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: Refuse trucks**

**Project Number: CP18-14**

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

**Project Name: Security implementation for City buildings**

**Project Number: CP18-15**

This project will provide additional security to the City buildings.

In FY2018, the Council Chambers will be updated to add a window or camera to the vestibule, a panic button, and to lock down the doors behind the dais.

In FY2019, the Council Chambers' dais will have ballistic material added to it. The City Hall interior doors will be locked with a badge system and the clerks' desk will be reinforced with ballistic material. IN FY2020, the City Hall will be closed in creating a main entry. The MUC counter will be reinforced with ballistic material. DPW will have security cameras added, ballistic material will be added to the office window, a buzzer system will be added in, and office doors will be sealed.

**Project Name: Miscellaneous pump station improvements**

**Project Number: CP18-19**

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

**Project Name: Street trucks**

**Project Number: CP18-24**

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 Number: CP18-25**

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.

**Project Name: Leonard's Lane sidewalk**

**Project Number: 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 \$350,000 and will be grant funded.

**Project Name: Dorchester Ave Cedar to Washington**

**Project Number: CP19-01**

This project is to provide sidewalks on Dorchester Ave from Cedar to Washington.

**Project Name: Long Wharf master plan improvements**

**Project Number: CP19-02**

This project is to implement improvements as outlined in the Long Wharf master plan. Projects include updating facilities in parking area, updating facilities at the marina, updating safety equipment, replacing the breakwater, and adding boat lifts.

**Project Name: Garbage totes**

**Project Number: CP19-03**

This project is to purchase new totes for the citizens to place trash into. 2019 would be to purchase totes for the entire City and 2020-2022 would be to replace the totes as they are damaged or lost.

**Project Name: Service pumps**

**Project Number: CP19-04**

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: Trenton St. pump station rehab**

**Project Number: CP19-05**

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 look to Maryland Department of the Environment for grant funds to assist with the cost.

**Project Name: Woods Road upgrade**

**Project Number: CP19-06**

This project is to upgrade Woods road to allow for better commercial and industrial use.

**Project Name: Excavator**

**Project Number: 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 Number: CP19-08**

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

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

**Project Number: CP19-09**

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. The project is scheduled for 2018.

**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: Bucket truck**

**Project Number: CP19-12**

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

**Project Name: Rebuild docks**

**Project Number: CP19-13**

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: Cannery Park improvements**

**Project Number: 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 2019.

**Project Name: Patrol rifles**

**Project Number: CP19-17**

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: Police vehicle radios**

**Project Number: CP19-18**

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: Dredging (whole Marina)**

**Project Number: CP19-20**

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

**Project Name: Safety improvement/remodeling processing area**

**Project Number: CP19-22**

This is to remodel the processing area to make it safer for police officers.

**Project Name: Roof A/C unit city hall**

**Project Number: CP19-23**

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: Tractor**

**Project Number: CP19-24**

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

**Project Name: Lawn mowers**

**Project Number: CP19-25**

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

**Project Name: Fire trucks**

**Project Number: CP19-27**

This project would replace fire trucks (Tower in FY19, Rescue in FY20, Tanker in FY21) which have exceeded their expected service life.

**Project Name: New computers**

**Project Number: CP19-29**

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: Pick Up trucks**

**Project Number: CP19-30**

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

**Project Name: Pole building for trucks and ground material**

**Project Number: CP19-34**

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

**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.

**Project Name: Oakley St. seawall**

**Project Number: CP20-08**

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

**Project Name: Utility Pick-Up crew cab with snow plow**

**Project Number: CP20-24**

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

**Project Name: New core switches**

**Project Number: CP20-25**

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: Community center**

**Project Number: CP21-01**

This project would be for purchasing and renovating a community center.

**Project Name: Bayley Road pedestrian safety improvements**

**Project Number: CP21-02**

This project would be for filling in ditches and laying down sidewalks on Bayly Road.

**Project Name: High Street sidewalk (Washington to Bayly)**

**Project Number: CP21-03**

This project would be for sidewalks on High Street from Washington to Bayly' Crossing.

**Project Name: Front End loader**

**Project Number: CP21-04**

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

**Project Name: Front End loader**

**Project Number: CP21-04**

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

**Project Name: Old city hall renovations**

**Project Number: CP21-05**

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 or debt funded. The project will be scheduled for FY2021+.

**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.

**Project Name: Public Safety building fence**

**Project Number: CP21-15**

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

**Project Name: Wood chipper**

**Project Number: 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 Number: 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 Number: CP21-21**

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

**Project Name: Pump house structure over wells**

**Project Number: CP22-01**

This project is to put a structure over the wells to protect them.

**Project Name: High Street Rehab- remaining phases**

**Project Number: CP22-02**

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 FY2022+ and will be grant funded.

**Project Name: Water line replacement**

**Project Number: CP22-03**

This project is to replace any undersize water lines or salvaged line in conjunction with paving to be done.

**Project Name: Scada system**

**Project Number: CP22-04**

This project is to purchase a SCADA (Supervisory control and data acquisition) system.

**Project Name: Autometer reading system**

**Project Number: CP22-05**

This project is to convert all meters to a system that automatically reads water usage.

**Project Name: Rescue Boats**

**Project Number: CP22-06**

This project would be to purchase a second rescue boat.

**Project Name: Administrative office upgrades**

**Project Number: CP22-07**

This project is upgrade the conference room and offices with new furniture.

**Project Name: Skid steer**

**Project Number: CP22-08**

This project is to purchase a small front end loader with attachments that would be ideal for street work, filling street openings, etc.

**Project Name: Regional recreational facility**

**Project Number: CP22-09**

This project is to purchase and build a recreational facility for the area.