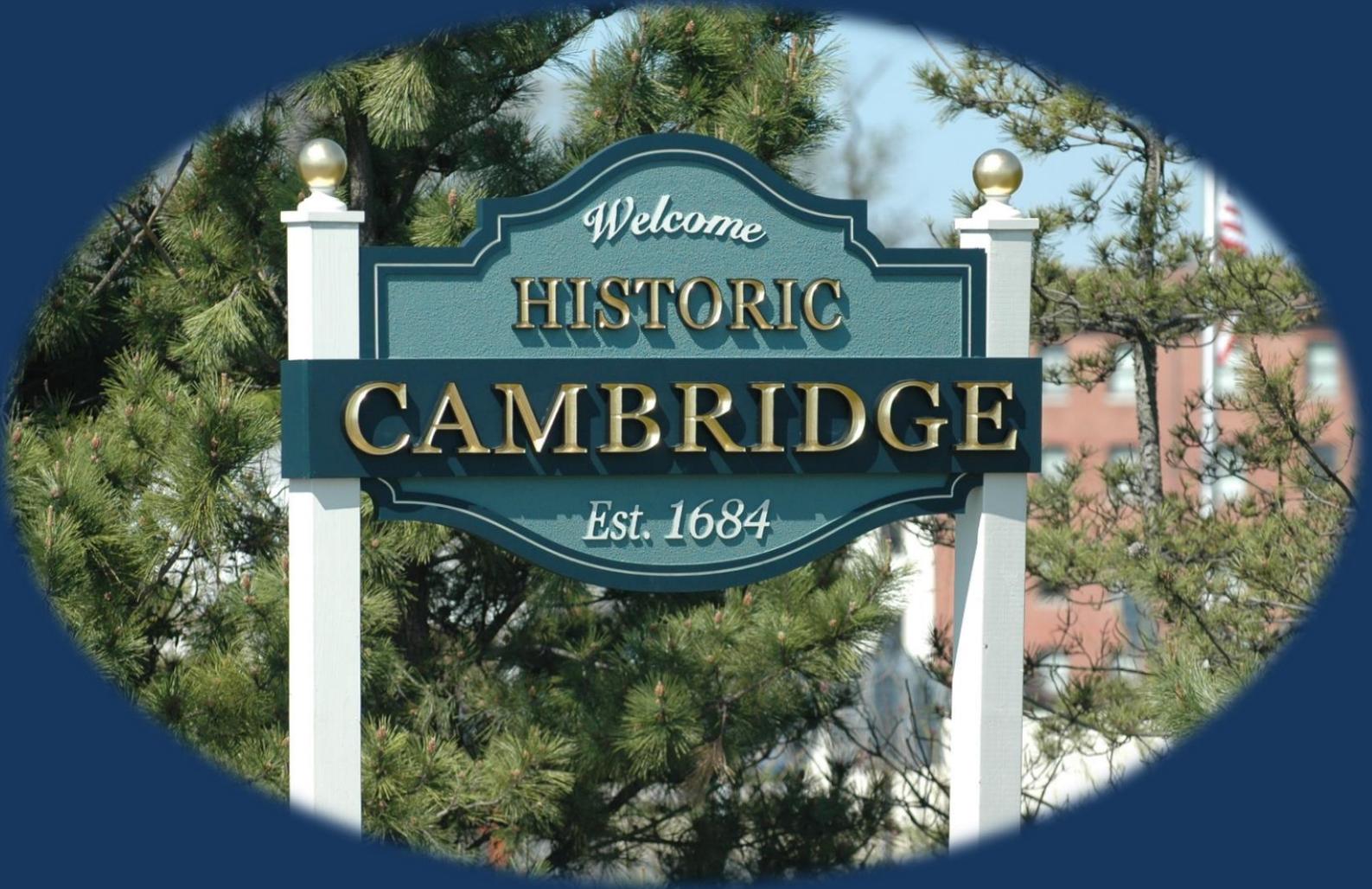


City of Cambridge Maryland



2018-2019 Annual Operating Budget with Capital Improvements



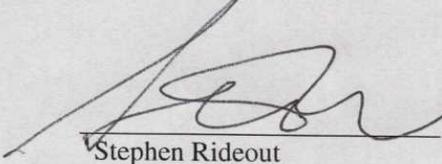
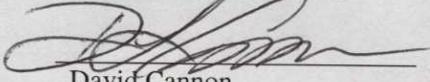
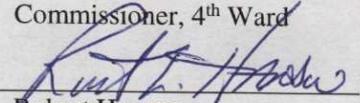
The Commissioners of Cambridge, Maryland

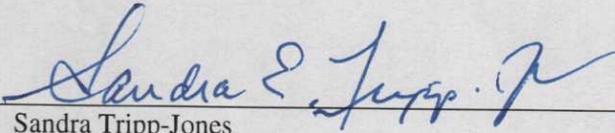
Tax Levy 2018-2019

Cambridge, Maryland

The Mayor and Commissioners of Cambridge, Maryland, in regular session assembled this 29th day of May 2018 with a quorum present, adopted a budget for the fiscal year beginning July 1, 2018 and ending June 30, 2019.

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, 2018 and ending June 30, 2019.

	VOTE
Stephen Rideout Commissioner, 1 st Ward	Aye
_____ Donald Sydnor Commissioner, 2 nd Ward	Nay
_____ La-Shon Foster Commissioner, 3 rd Ward	Nay
	
David Cannon Commissioner, 4 th Ward	Aye
 6/21	
Robert Hanson Commissioner, 5 th Ward	Aye



Sandra Tripp-Jones
City Manager

Approved this 29th day of May 2018

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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) 2019. 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 FY2019 budget amounts to \$23,050,581 for the General Fund, Marina Fund, Sewer Fund and Municipal Utilities Commission (Water) Fund combined. This represents an increase over the FY2018 adopted budget of \$2,360,837 (10.2%). However, when adjusting for grant funds, the FY2019 budget is \$804,771 more than the FY2018 budget, representing a 2.6% change. The FY2019 budget amounts to a \$2,028,000 decrease from the FY 2018 projected budget; when adjusting for grant funds and loan proceeds, the difference is a decrease of \$133,000, representing a 1% change. As such, General Fund revenues are projected to decrease 2%. The budget is balanced, with no use of reserves for the operating budget, only current revenues. The number of positions is the same as last year though several positions were reorganized: 116 full time and 9 part-time positions.

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

	FY 2018 Budgeted			FY 2018 Projected			FY 2019 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
Revenues	12,690	7,968	20,658	17,115	8,337	25,453	14,296	8,753	23,050
Expenses	12,690	7,968	20,658	16,840	8,139	25,079	14,296	8,753	23,050

Budget Document Format

The FY2019 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. The budget document information includes revenue descriptions and position and salary grade schedules, as well as incorporating FY 2019 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:

Each year Council selects priority goals and implementation plans to advance the City. The FY 2019 Proposed Operating Budget includes \$50,000 reserve for Council Goals. Staff recommended limiting new Council Goals projects for FY 19 in order to finish projects initiated in FY 2018 and proposed in the FY 2019 Proposed Capital Improvements budget. While the Council Goals process is yet to be completed as part of the budget adoption process, the Mayor and Council have tentatively identified following five goals with implementation plans to be approved by City Council:

- * Strong financial health
- * Safe and livable housing for all members of the community
- * Economic Development
- * Increased public safety
- * Improved public facilities and infrastructure.

Revenues:

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

On March 26, 2018, the Council held a hearing on the whether to lower the real property tax rate to maintain constant yield or to continue the FY 2018 rate and realize a \$62,000 growth in revenues based on an expanded real property tax base. Council approved maintaining the \$.8179 real property tax rate.

2. City Fees and Charges:

Fees for Marina use, water use, sewer fees, and other land use and public works charges remain the same. There are no fee increases proposed as part of this budget.

Expenses:

1. Pay-as-you-go:

Pay-as-you-go is a policy under which capital projects are financed with current or one-time revenues in the operating budget rather than from borrowed funds. This proposed budget brings in \$275,000 of one-time revenues received in FY 2018 for the capital budget and required match for a housing revitalization project grant match. 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. In FY18, the City voted to pay off an old line of credit with 1880Bank using reserves. This further reduces the debt burden of the City.

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
- * Increase in attorney costs
- * Additional software maintenance fees

3. Reorganizations

- a. In July of 2017, the City privatized the residential Sanitation and Waste services and eliminated 9 positions, an equipment operator, a sanitation driver, a highway and streets maintenance worker, and 5 sanitation collectors. The citizens received a tote for every residence and still receive twice weekly trash service with the option of recycling if they chose.
- b. In FY16, the City received a three-year Cops Hiring grant which supported 75% of three officers' salaries. This grant ends in December 2018. In addition, two officers (a sergeant and PFC) will retire in FY19. These two positions will be left unfilled.
- c. The Department of Public Works has also proposed a reorganization to better reflect the needs of the Public Works Department with the privatization of Sanitation and Waste services. The Superintendent of Public Works position will be eliminated and his duties will be absorbed by the Assistant Superintendent of Municipal Properties and the Assistant Superintendent for Sanitation and Waste, Highway and Streets, and Utilities (SSU) (retitled to Division Managers to reflect their new responsibilities). This change will flatten the management and supervision structure. In addition, some of the work of the Superintendent and some of the Human Resources and Risk Management responsibilities of the Public Works Director will be transferred to the Executive Assistant for Business Programs (retitled to Executive Assistant for Public Works, Human Resources, and Risk Management). This reorganization also adds a General Maintenance Worker position to address added landscape maintenance requirements for Maryland Avenue and Cannery Park and to address a backlog of landscape maintenance needs in parks and parking lots.

d. A Code Enforcement management audit was done in the Spring of 2018. The City is implementing recommendations from this audit. Included in the audit recommendation is elimination of code enforcement contract services and hiring a Division Manager- Building Safety Services, and later in the year an additional code enforcement officer. These personnel changes are included in the FY 19 budget.

4. Lapse Time

The General Fund incorporates lapse time savings of \$115,000 equaling approximately 1.6% 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. In prior years, lapse time was budgeted at \$180,000; however, with the reduction in employees over the past few years, the lapse time was adjusted to reflect this reduction.

5. Fair Compensation for City Employees:

Per conceptual approval by City Council, the budget incorporates salary increases for employees ranging from 1.5% to 2% with lower paid employees receiving the higher percentage increases. The same increases will apply to the Marina, Sewer and Municipal Utilities employees. These salary increases reflect the City's commitment to its employees, the City's most valuable resource.

6. 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 \$75,000. Previously, this amount was \$100,000 but as Council has not been using the entire amount, only \$75,000 was budgeted this year. 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 identified in our capital budget. The total Five-Year Program totals just over \$30 million. The proposed total FY 2019 Capital Program – All Funds is: \$2,784,200, amounting to 12% of the overall budget. The Public Works Department will replace the roof on old City Hall and seek grant funds for number of projects including sidewalks on Leonard's Lane. Vehicle replacement is a regular piece of the Capital Program, and the FY 2019 program includes one Police patrol vehicle, one Public Works pick up, one dump truck (PW and Sewer), and one MUC street trucks. The Sewer Fund will upgrade pumps at the Woods Road pump station with funds from expanded industrial customers. MUC has budgeted \$432,200 in grant funds for well rehabilitation. Paving costs (\$250,000) have been incorporated into the Capital Program at the same funding level as FY 2017 and FY18. The complete list - by fund - can be found on page 119.

7. New Program:

Housing revitalization: Through grants and matches, the City has begun a housing revitalization program. 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 property owners to pay for repairs they cannot afford. With support of the Maryland Department of Housing and Community Development a housing revitalization planning process and a Phase 1 project in the Pine Street Area will provide the foundation for a larger, multi-year housing revitalization program.

2. 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 the \$1,800,000 project costs that will not be covered by grant funds. The City is in the process of refinancing this debt with a bond through Maryland's Community Housing Administration. The City has budgeted \$150,000 for a half year repayment on the debt refinancing new payments.

3. Special Events budget

Beginning in FY 2018, City Council conceptually approved a Special Events and Street Closure policy that establishes a practice of identifying special events planned by other organization for FY 2019. This includes identifying what City resources will be needed and determining how much support will be budgeted. The process allows for approval of the events with the possibility of minor adjustments closer to the dates of the events. It also allows for advance planning of allocation of City staff time. The amount included in the Special Events budget for support to events is \$ 15,000.

4. 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 2% of total administrative costs, and the MUC will incur 8% of total administrative costs.

5. 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:

FY 2018 saw several mid-year financial decisions that were made possible by sizable grants and one-time revenues

- Implementation of a Housing Revitalization Program
- Funding of long overdue capital projects:
 - 300 block of High Street Repair;
 - Drainage improvements on Greenwood Avenue;
 - Sidewalks to Schools on Bayly Road;
 - Peachblossom stream restoration.

Balancing budgets to maintain municipal services at current levels, to address services gaps, maintain City infrastructure and equipment, support City employees, and support Council Goals with very little growth in revenues in difficult but the challenge is met with good effort from City staff. 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;
- * Improvement of **Woods Road** to support expansion of the industrial use in that area at a cost of \$ 4 million, shared with the County.
- * 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 and for FY 2020, \$2.6 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.
- * **Trenton Street Sewer Pump Station** was originally constructed in 1936 and its last major renovation was in 1978. The station is in need of a major upgrade at a cost of \$1.9 million. The City will apply for grant funding for this project.

- * 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 \$ 2 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 property owners 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:

Coming into FY 2019, grants aside, General Fund revenues are expected to decrease about 2%, and Enterprise Funds are also expected to be flat with no recommended rate changes and a stable customer base. However, planned new businesses, e.g., Cambridge Market Place, Egypt Road Solar and the Packing House/Factory F, and planned business expansions, e.g., Protenergy and RAR, have potential for increasing both General Fund and Enterprise Fund revenues. It is not expected that these will present revenue growth until FY2020.

The FY 2019 Proposed Operating and Capital Budget projects almost no growth in revenues. Just maintaining existing services while offering employees small cost of living increases stretches already lean budgets. Staff continues to research ways to cut costs. The FY 2019 proposed budget incorporates cost cutting measures on the phone system and in reorganizations. The main question for responsible financial planning is whether and how revenues can grow through economic development 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 into Cambridge Market Place, 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, location of new downtown businesses, expansion of Protenergy.

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. These projects signal an increased attractiveness of Cambridge as a place to do business. More business means more jobs, disposable income, real property tax and income tax. Economic development is a dominant City Council Goal, and is supported by the State of Maryland. Our task is to keep it in the forefront of our activities and to meet the State's expectations for advancing the Sailwinds redevelopment and Pine Street Area Housing Revitalization project as well as support to Factory F and other interested businesses with tax incentives, facilitated approvals, and political leadership.

The implications of all this 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.
- * Continued effort to reduce costs.
- * 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.

With this budget message, I take the opportunity to thank the Mayor, City Commissioners and staff for their efforts in considering new ways of doing things, grappling with priorities and budget issues as the proposed budget was developed, and keeping the good of this community uppermost in their minds as another plan of services and financing has been detailed in this document. I thank Lillian McNair for her creativity and perseverance in putting together the budget document. And, I especially want to thank Ginger Jenkins, City Finance Director, for leading the budget process, assisting department directors with big ideas and details, and for balancing the budget once again.

Sincerely,



Sandra E. Tripp-Jones
City Manager

Sources and Uses: City Wide

	FY2018 Budgeted			FY2018 Projected		
	Government Funds	Enterprise Funds	Total Funds	Government Funds	Enterprise Funds	Total Funds
<i>Revenues</i>						
Taxes	8,637,290		8,637,290	9,012,424		9,012,424
Licenses/Permits	471,500		471,500	501,384		501,384
Other Gov't.	759,535	305,000	1,064,535	2,635,554	363,000	2,998,554
Fine/Forfeitures	54,248		54,248	47,149		47,149
Charges for Services	942,500	7,378,627	8,321,127	903,400	7,315,503	8,218,903
Miscellaneous Revenue	116,180	18,000	134,180	183,441	21,870	205,311
Total Revenue	\$ 10,981,253	\$ 7,701,627	\$ 18,682,880	\$ 13,283,352	\$ 7,700,373	\$ 20,983,725
Transfers In		266,401	266,401		337,545	337,545
Loan proceeds				1,800,000		1,800,000
Overhead Allocation	1,515,030		1,515,030	1,400,576		1,400,576
Total Resources	\$ 12,496,283	\$ 7,968,028	\$ 20,464,311	\$ 16,483,928	\$ 8,037,918	\$ 24,521,846
Use of Reserves	194,000		194,000	631,100	300,000	931,100
Total (\$)	\$ 12,690,283	\$ 7,968,028	\$ 20,658,311	\$ 17,115,028	\$ 8,337,918	\$ 25,453,046
<i>Expenses</i>						
Personnel	7,855,326	1,955,344	9,810,670	7,239,054	1,887,850	9,126,904
Operating	2,605,509	3,149,705	5,755,214	3,745,378	3,326,485	7,071,863
Total Oper. Exp.	\$ 10,460,835	\$ 5,105,049	\$ 15,565,884	\$ 10,984,432	\$ 5,214,335	\$ 16,198,767
Capital Outlay	804,500	325,000	1,129,500	4,512,004	502,000	5,114,004
Lapse Time	(180,000)		(180,000)	(180,000)		(180,000)
Overhead		1,515,030	1,515,030		1,400,311	1,400,311
Debt Payments	1,238,547	1,022,949	2,261,496	1,098,547	1,022,949	2,121,496
Transfers Out	266,401		266,401	337,545		337,545
Appr. Reserves	100,000		100,000	87,500		87,500
Total Use (\$)	\$ 12,690,283	\$ 7,968,028	\$ 20,658,311	\$ 16,840,028	\$ 8,139,595	\$ 25,079,623

FY2019 Budgeted

Government Funds	Enterprise Funds	Total Funds
<i>Revenues</i>		
8,792,697		8,792,697
504,500		504,500
2,175,474	727,200	2,902,674
54,000		54,000
912,700	7,739,446	8,652,146
106,206	19,550	125,756
\$ 12,545,577	\$ 8,486,196	\$ 21,031,773
	267,714	267,714
1,476,094		1,476,094
\$ 14,021,671	\$ 8,753,910	\$ 22,775,581
275,000		275,000
\$ 14,296,671	\$ 8,753,910	\$ 23,050,581
<i>Expenses</i>		
7,722,328	1,956,665	9,678,993
3,666,411	3,206,002	6,872,413
\$ 11,388,739	\$ 5,162,667	\$ 16,551,406
1,649,500	1,092,200	2,741,700
(115,000)		(115,000)
	1,476,094	1,476,094
1,030,718	1,022,949	2,053,667
267,714		267,714
75,000		75,000
\$ 14,296,671	\$ 8,753,910	\$ 23,050,581

Sources and Uses: Enterprise Funds

	FY2018 Budget					FY2018 Projected				
	Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds	Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds
Revenues										
Other Gov't.	65,000	240,000			305,000	120,000	243,000			363,000
Charges for Serv.	362,800	4,229,653	1,916,174	870,000	7,378,627	300,000	4,209,053	1,954,450	852,000	7,315,503
Miscellaneous Revenue	2,000	1,500	14,500		18,000	370	5,000	14,000	2,500	21,870
Total Revenue	\$ 429,800	\$ 4,471,153	\$ 1,930,674	\$ 870,000	\$ 7,701,627	\$ 420,370	\$ 4,457,053	\$ 1,968,450	\$ 854,500	\$ 7,700,373
Transfers In	266,401				266,401	337,545				337,545
Total Resources	\$ 696,201	\$ 4,471,153	\$ 1,930,674	\$ 870,000	\$ 7,968,028	\$ 757,915	\$ 4,457,053	\$ 1,968,450	\$ 854,500	\$ 8,037,918
Use of Reserves							198,000	102,000		300,000
Total (\$)	\$ 696,201	\$ 4,471,153	\$ 1,930,674	\$ 870,000	\$ 7,968,028	\$ 757,915	\$ 4,655,053	\$ 2,070,450	\$ 854,500	\$ 8,337,918
Expenses										
Personnel	111,903	58,252	915,189	870,000	1,955,344	112,717	58,248	896,885	820,000	1,887,850
Operating	165,194	2,100,811	883,700		3,149,705	165,194	2,295,265	866,026		3,326,485
Total Oper. Exp.	\$ 277,097	\$ 2,159,063	\$ 1,798,889	\$ 870,000	\$ 5,104,049	\$ 277,911	\$ 2,353,513	\$ 1,762,911	\$ 820,000	\$ 5,214,335
Capital Outlay	65,000	160,000	100,000		325,000	120,000	180,000	202,000		502,000
Overhead	99,104	1,396,191	19,735		1,515,030	105,004	1,275,572	19,735		1,400,311
Debt Payments	255,000	755,899	12,050		1,022,949	255,000	755,899	12,050		1,022,949
Transfers Out										
Appr. Reserve										
Total Use (\$)	\$ 696,201	\$ 4,471,153	\$ 1,930,674	\$ 870,000	\$ 7,968,028	\$ 757,915	\$ 4,564,984	\$ 1,996,696	\$ 820,000	\$ 8,139,595

FY2019 Budgeted

Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds
<i>Revenues</i>				
55,000	240,000	432,200		727,200
321,900	4,533,188	2,032,358	852,000	7,739,446
250	4,800	14,500		19,550
\$ 377,150	\$ 4,777,988	\$ 2,479,058	\$ 852,000	\$ 8,486,196
267,714				267,714
\$ 644,864	\$ 4,777,988	\$ 2,479,058	\$ 852,000	\$ 8,753,910
\$ 644,864	\$ 4,777,988	\$ 2,479,058	\$ 852,000	\$ 8,753,910
<i>Expenses</i>				
114,767	53,790	936,108	852,000	1,956,665
165,194	2,107,108	933,700		3,206,002
\$ 279,961	\$ 2,160,898	\$ 1,869,808	\$ 852,000	\$ 5,162,667
50,000	465,000	577,200		1,092,200
59,903	1,396,191	20,000		1,476,094
255,000	755,899	12,050		1,022,949
\$ 644,864	\$ 4,777,988	\$ 2,479,058	\$ 852,000	\$ 8,753,910

Budgeted Expenses by Department and Division
(includes operating and capital expenses)

	FY2018	FY2019
Mayor	\$ 17,720	18,500
Commissioners	129,032	127,176
City Manager	294,572	220,472
Finance	468,353	326,785
Information Technology	241,629	300,010
City Attorney	153,500	152,500
Administration	1,304,806	1,145,443
Office of the Chief	898,519	875,606
Patrol	3,389,022	3,347,497
Special Operations	697,390	717,653
Cambridge Police Department	4,984,931	4,940,756
Rescue Fire Company	620,539	620,539
Rescue Fire Company	620,539	620,539
Public Works Administration	399,481	412,207
Engineering Services	345,338	352,949
Planning and Zoning	173,614	219,325
Economic Development	136,671	128,999
Special Events	134,400	122,900
Housing Revitalization and Dvlpmnt.	25,000	748,749
Municipal Properties	1,723,475	2,773,621
Building Safety Services	269,433	306,832
Fleet Maintenance	115,032	66,543
Sanitation and Waste	883,201	886,424
Highways and Streets	1,387,961	1,343,670
Department of Public Works	5,593,606	7,362,219
Lapse Time	(180,000)	(115,000)
Appropriated Reserves- General	100,000	75,000
Transfer	266,401	267,714
Non-operating Items	186,401	227,714
General Fund	12,690,283	14,296,671
Marina	696,201	644,864
Marina Fund	696,201	644,864
Sewer Services	4,308,820	4,581,317
Utility Maintenance	162,333	196,671
Sewer Fund	4,471,153	4,777,988
MUC Administration	735,084	742,048
MUC Distribution	1,195,590	1,737,010
Municipal Utilities Commission	1,930,674	2,479,058
ISF - Health Insurance	870,000	852,000
ISF - Health Insurance	870,000	852,000
	\$ 20,658,311	23,050,581

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
Ginger Jenkins	Director of Finance
Oden Wheeler, Jr	Director of Public Works
Brian Willey	Fire Chief
Jane Dorman	Water Resource Administrator

Commissions and Boards

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
Gaver Nichols
Dormaim Green
Robin M. Sample
ALTERNATE: William Bishop

Police Board

Michael Wheatley
Chantay Nelson
Pastor Cesar Gonzalez
Michael Edgar
Kisha Petticolas
Sputty T. Cephas

Housing Board of Review

Kisha Petticolas
Carlton E. Stanley
William Bishop
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

Micheal Wheatley
Katie Day
Kisha Petticolas
ALTERNATE: Michael Schrader

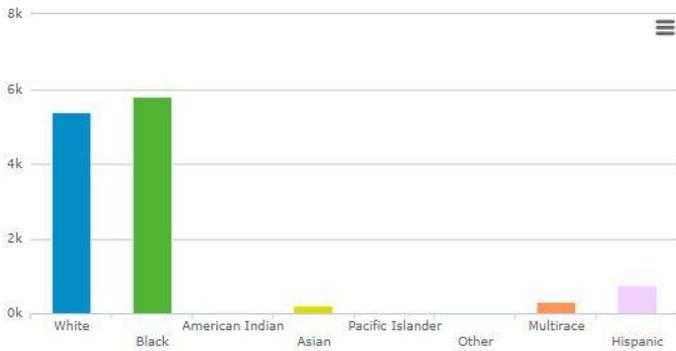
ADA Committee

Robert Aaron
Portia Johnson-Ennals
Mary Handley
Louise White
Anne Whaples

Statistical Data - City Demographics

Ethnicity Distribution (2017)

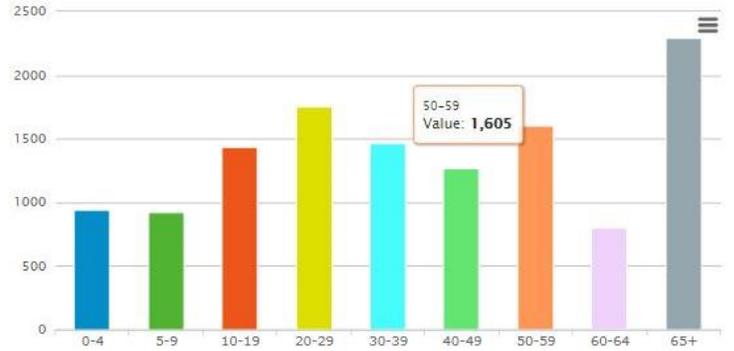
Chart



	TOTAL	%
White (non-hispanic)	5,372	43.04
Black (non-hispanic)	5,797	46.45
American Indian (non-hispanic)	39	0.31
Asian (non-hispanic)	206	1.65
Pacific Islander (non-hispanic)	5	0.04
Other (non-hispanic)	1	0.01
Multirace (non-hispanic)	309	2.48
Hispanic (non-hispanic)	755	6.05

Age Distribution (2017)

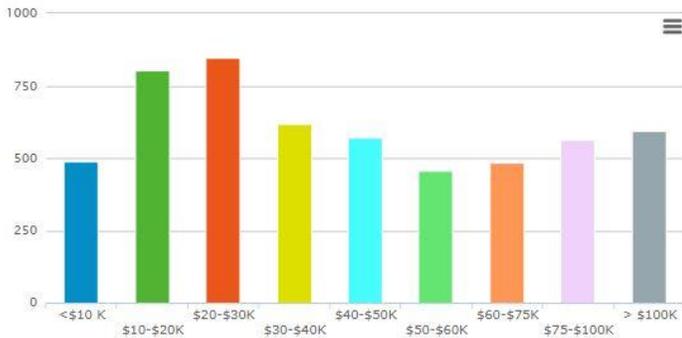
Chart



	TOTAL	%
0-4	939	7.52
5-9	923	7.40
10-19	1,436	11.51
20-29	1,750	14.02
30-39	1,460	11.70
40-49	1,265	10.14
50-59	1,605	12.86
60-64	806	6.46
65+	2,297	18.41

Household Income Distribution (2017)

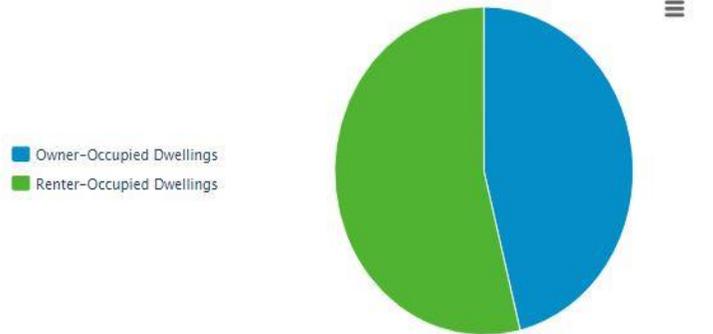
Chart



	TOTAL	%
<\$10 K	490	9.04
\$10-\$20K	803	14.81
\$20-\$30K	846	15.60
\$30-\$40K	617	11.38
\$40-\$50K	569	10.49
\$50-\$60K	458	8.45
\$60-\$75K	484	8.93
\$75-\$100K	562	10.37
> \$100K	594	10.96

Total Number of Housing (2017)

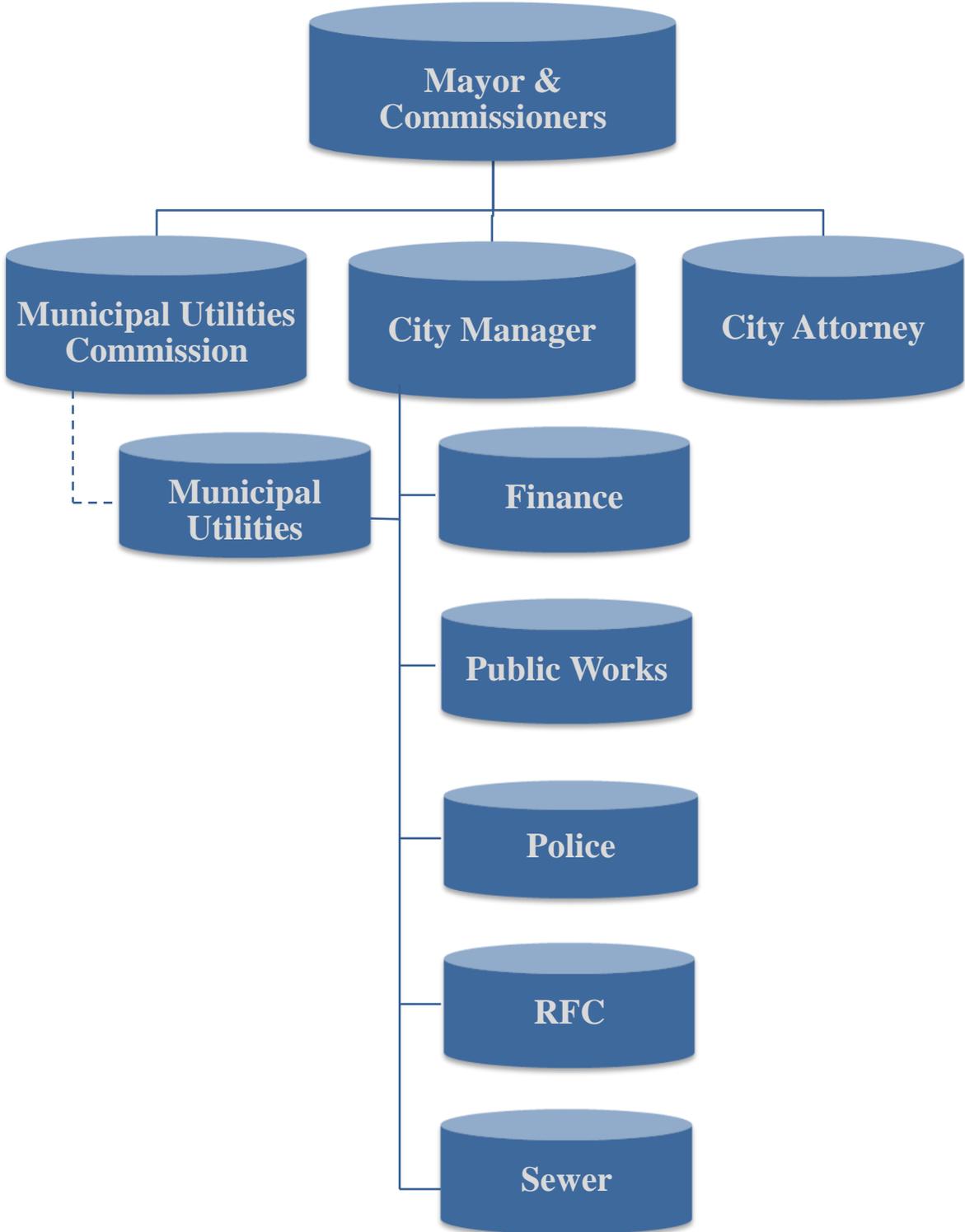
Chart



	TOTAL	%
Total Dwellings	6,474	n/a
Owner-Occupied Dwellings	2,500	46.11
Renter-Occupied Dwellings	2,922	53.89
Housing Units Occupied	5,422	83.75

*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."

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 Development Process

November 2017	Council Goals Work Session
December 2017	<ul style="list-style-type: none"> ➤ Budget Instructions to Department Directors ➤ First Revenue Estimates ➤ Capital Projects Work
January 2018	<ul style="list-style-type: none"> ➤ 1st Submission of departmental draft budgets and new requests ➤ Revenue estimates update
February thru March 2018	<ul style="list-style-type: none"> ➤ Finance Director & City Manager departmental budget's review ➤ Capital Program Committee-Five Year Capital Program planning w/recommendations to the City Manager ➤ Revenue estimates update ➤ Work Session with City Council– Budgetary issues ➤ Finance Committee presented with Budget issues for recommendations to Council. ➤ Revenue estimates update ➤ Finalization of revenue balancing with Budget ➤ Finalization of departmental narratives, performance measures and goals ➤ Second Work Session with City Council ➤ Production of Proposed Operating & Capital Program Budget
April 2018	<ul style="list-style-type: none"> ➤ Filing of Proposed Operating and Capital Program ➤ Initial Budget Presentations; Open Public Hearing
May/June 2018	<ul style="list-style-type: none"> ➤ Continued Budget Presentations and public hearings ➤ Special Regular Meeting: Staff directives ➤ First reading of Budget Ordinance ➤ Second reading, Hearing and Adoption.

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. Graphical summarization of Budget Summary funds are on subsequent pages.

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

2% of the following departments are allocated to the Marina Fund:

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

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

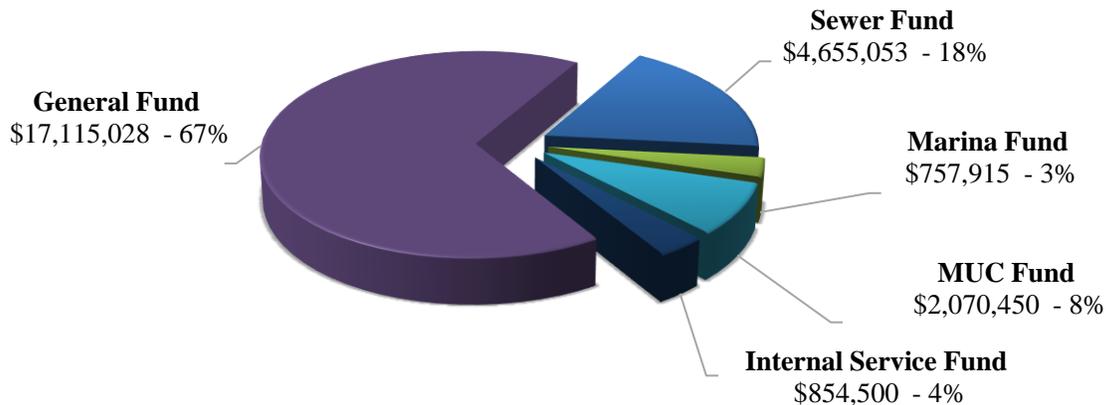
- Mayor
- Commissioners
- City Manager
- Finance
- Information Technology
- City Attorney
- Engineering Services
- Various indirect expenses of Municipal Utilities are charged back to the General Fund.

2018 Projected Results

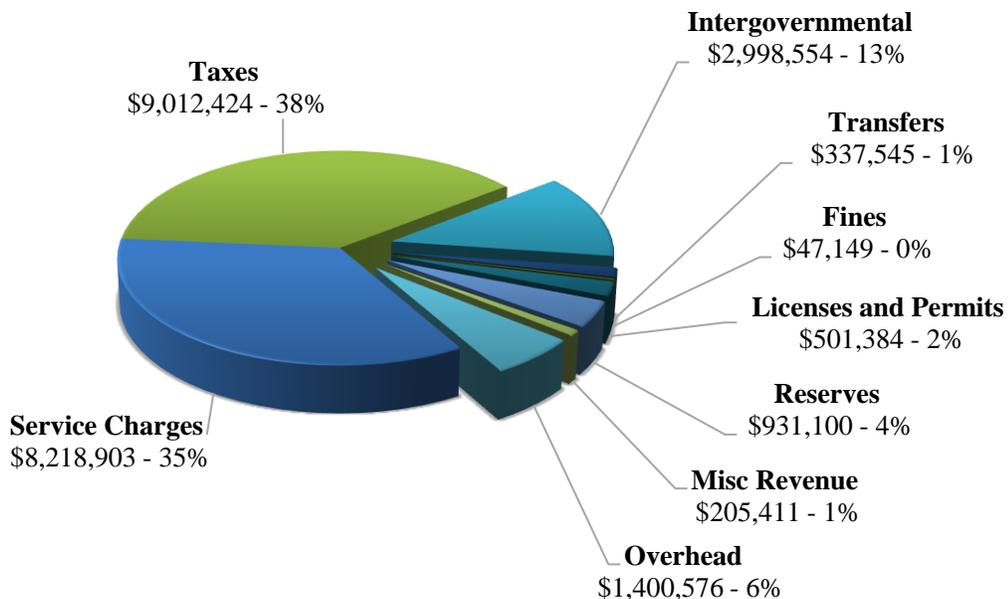
Revenue Projections

For FY2018, we are anticipating about \$275,000 increase net position for the General Fund due to one-time revenue from tax sale items, not paying down principal on the Sailwinds Wharf Reconstruction project and one-time revenue from the sale of sanitation vehicles. This one-time payment is incorporated in the FY19 budget to finance capital projects and as a match for the Housing Revitalization program. MUC is projected to have a slight excess of revenues over expenses 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. The Internal Service Fund (health insurance) is projected to have a slight excess of revenue over expenses.

By Fund Total: \$25,453,046

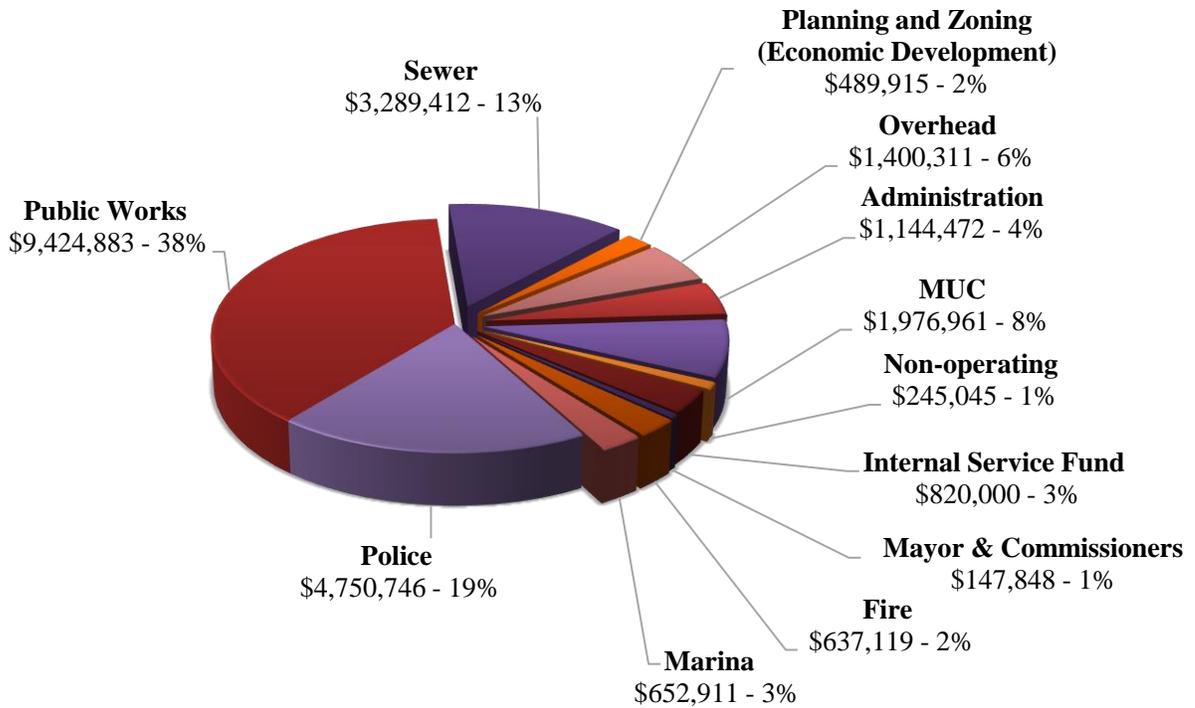


By Category Total: \$25,453,046

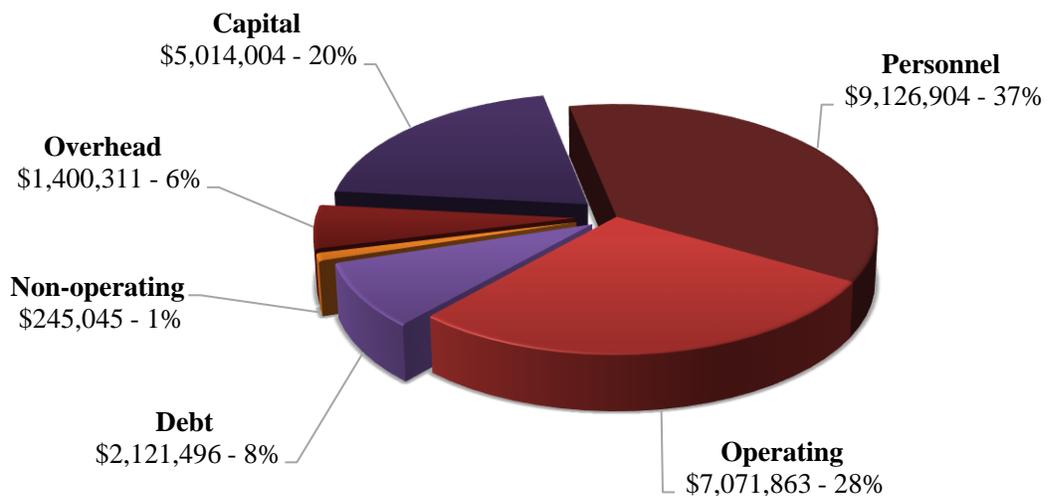


Expense Projections

All Fund Total: \$24,979,623



All Funds by Category Total: \$24,979,623

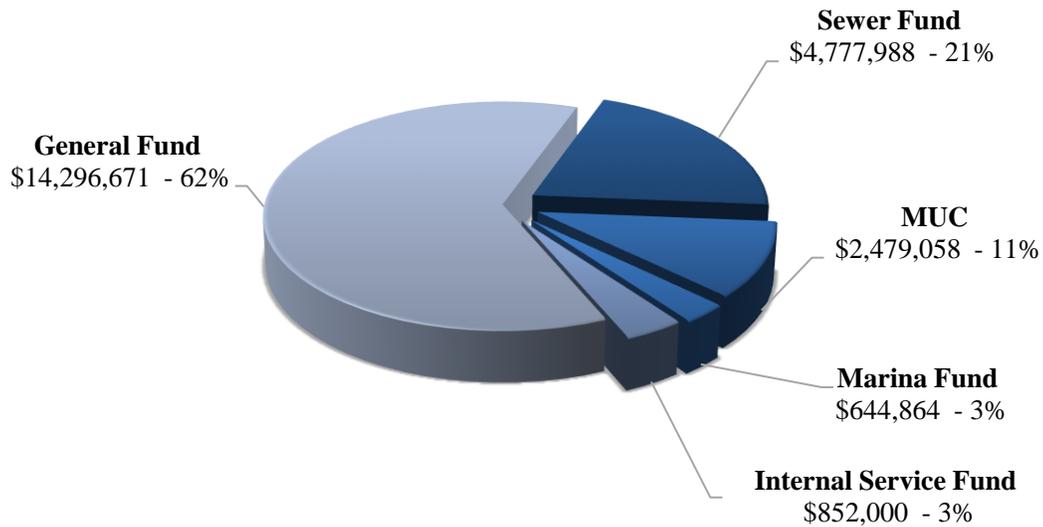


2019 City-Wide Budget

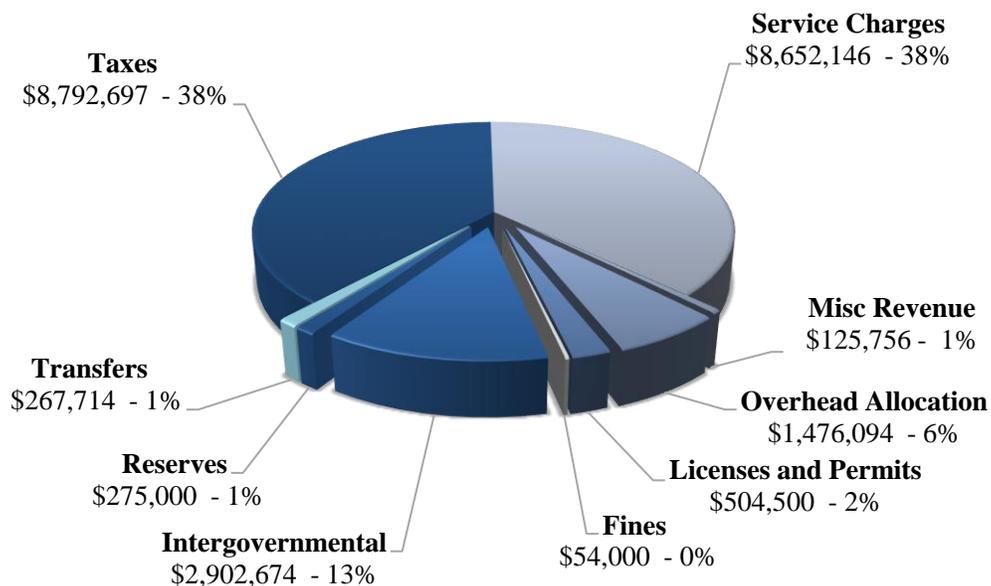
City-Wide Revenues

Taxes and service charges are the largest revenue types at 38% and 38%, respectively. Also budgeted is 13% of grants this year mostly for capital projects and the housing revitalization program. See the Housing Revitalization and Development division and Capital Improvement for more details. General Fund is the largest source of revenue at 62% followed by the Sewer Fund at 21%.

All Funds By Type: \$23,050,581

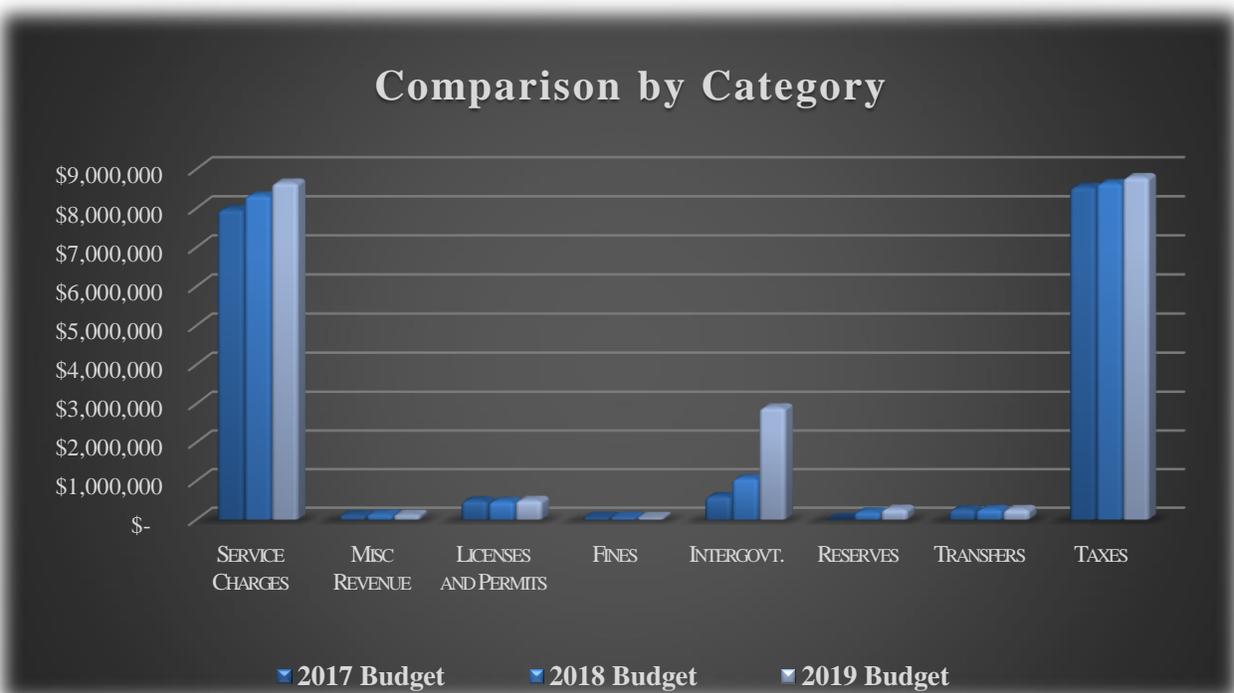
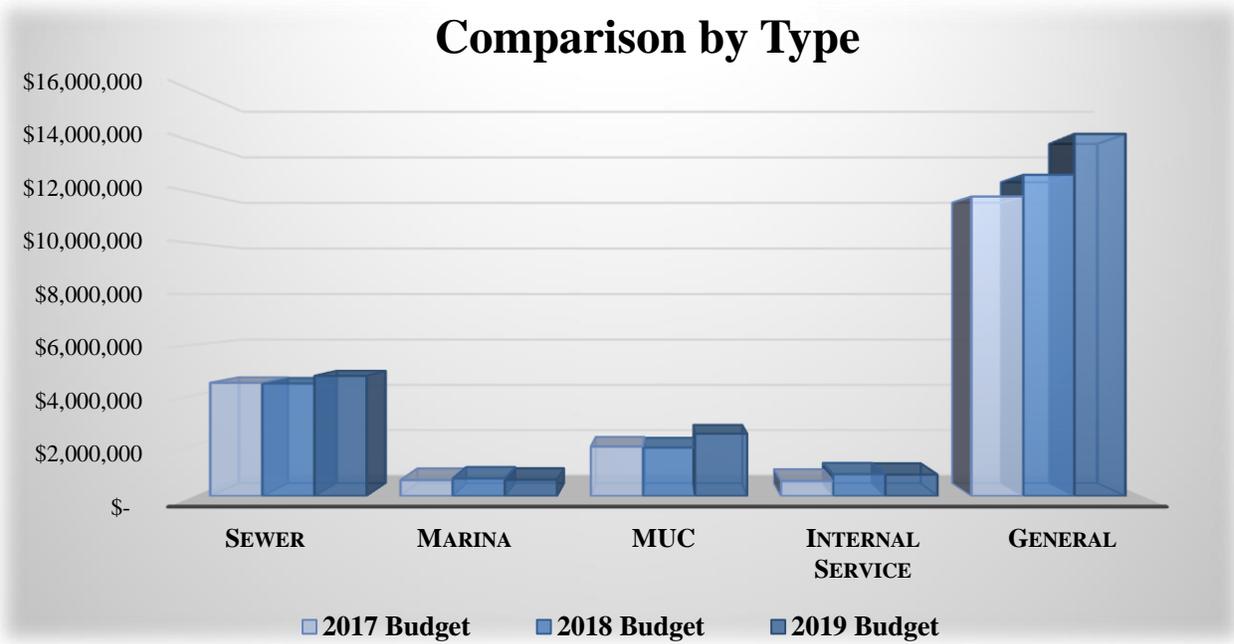


All Funds By Category: \$23,050,581



3 Year Revenue Comparison: All Funds

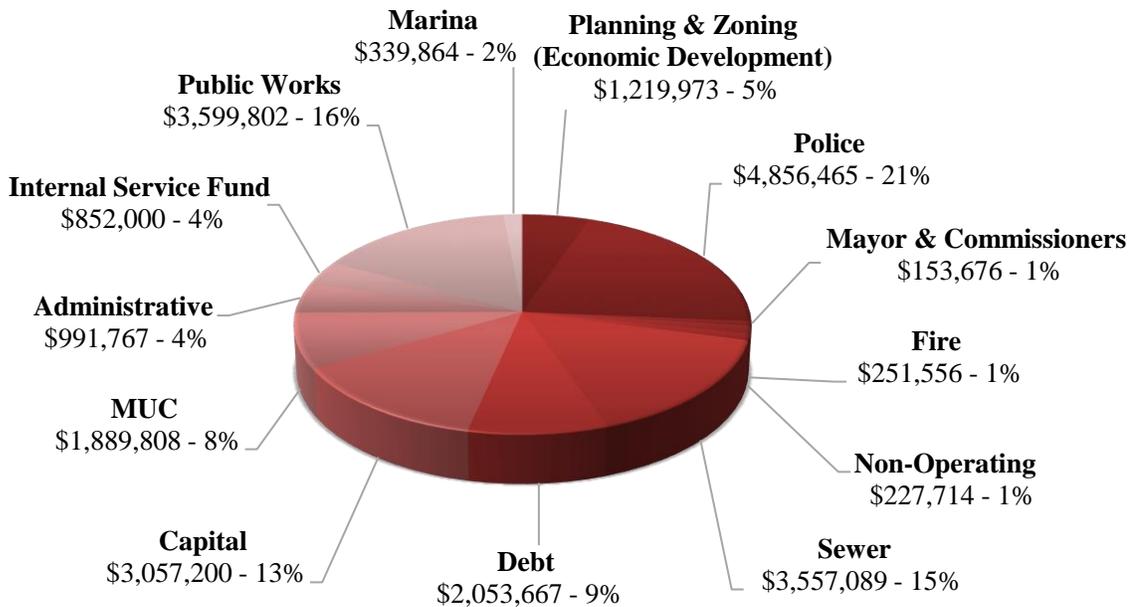
The comparison over three years shows an increase. Sewer revenue is projected to increase in FY19 due to industry growth. MUC shows an increase in FY19 due to a grant received. General Fund shows an increase of service charges in FY18 due to increase in sanitation monthly charge of \$3 and in FY19 mostly grants for capital projects and the housing revitalization program. See the Housing Revitalization and Development division and Capital Improvement Plan for more details.



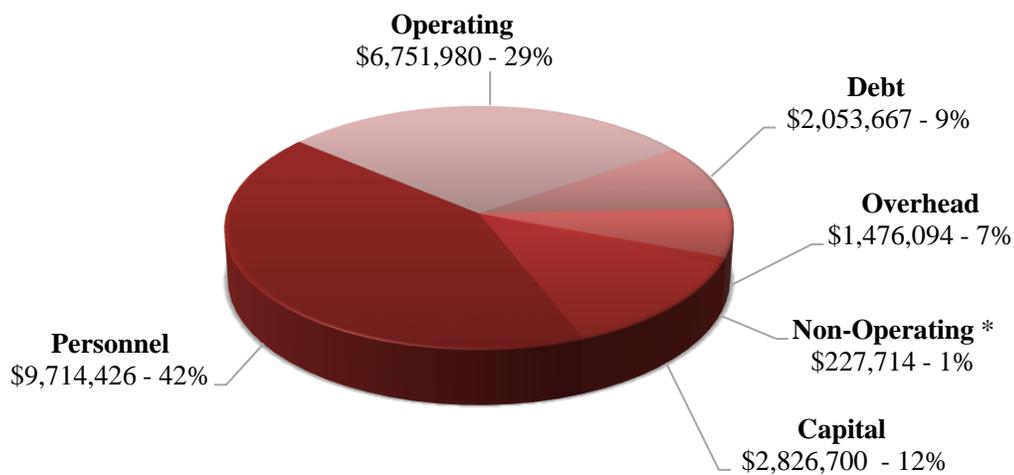
City-Wide Expenses

City-wide the largest use of revenue is Police at 21% followed by Public Works at 16% and Sewer services at 15%.

Expenses By Fund: \$23,050,581



Expenses by Category: \$23,050,581



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

2 Year Expense Comparison: Personnel and Operations by Division

	FY2018		FY2019
Mayor	\$ 17,720	\$	18,500
Commissioners	129,032		127,176
City Manager	294,572		220,472
Finance	468,353		326,785
Information Technology	241,629		300,010
City Attorney	153,500		152,500
Administration	1,304,806		1,145,443
Office of the Chief	898,519		875,606
Patrol	3,389,022		3,347,497
Special Operations	697,390		717,653
Cambridge Police Department	4,984,931		4,940,756
Rescue Fire Company	620,539		620,539
Rescue Fire Company	620,539		620,539
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Engineering Services	345,338		352,949
Planning and Zoning	173,614		219,325
Economic Development	136,671		128,999
Special Events	134,400		122,900
Housing Revitalization and Development	25,000		748,749
Municipal Properties	1,723,475		2,773,621
Building Safety Services	269,433		306,832
Fleet Maintenance	115,032		66,543
Sanitation and Waste	883,201		882,991
Highways and Streets	1,387,961		1,347,103
Department of Public Works	5,593,606		7,362,219
Lapse Time	(180,000)		(115,000)
Appropriated Reserves- General	100,000		75,000
Transfer	266,401		267,714
Non-operating Items	186,401		227,714
General Fund	12,690,283		14,296,671
Marina	696,201		644,864
Marina Fund	696,201		644,864
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Utility Maintenance	162,333		196,671
Sewer Fund	4,471,153		4,777,988
MUC Administration	735,084		742,048
MUC Distribution	1,195,590		1,737,010
Municipal Utilities Commission	1,930,674		2,479,058
ISF - Health Insurance	870,000		852,000
ISF - Health Insurance	870,000		852,000
	\$ 20,658,311	\$	23,050,581

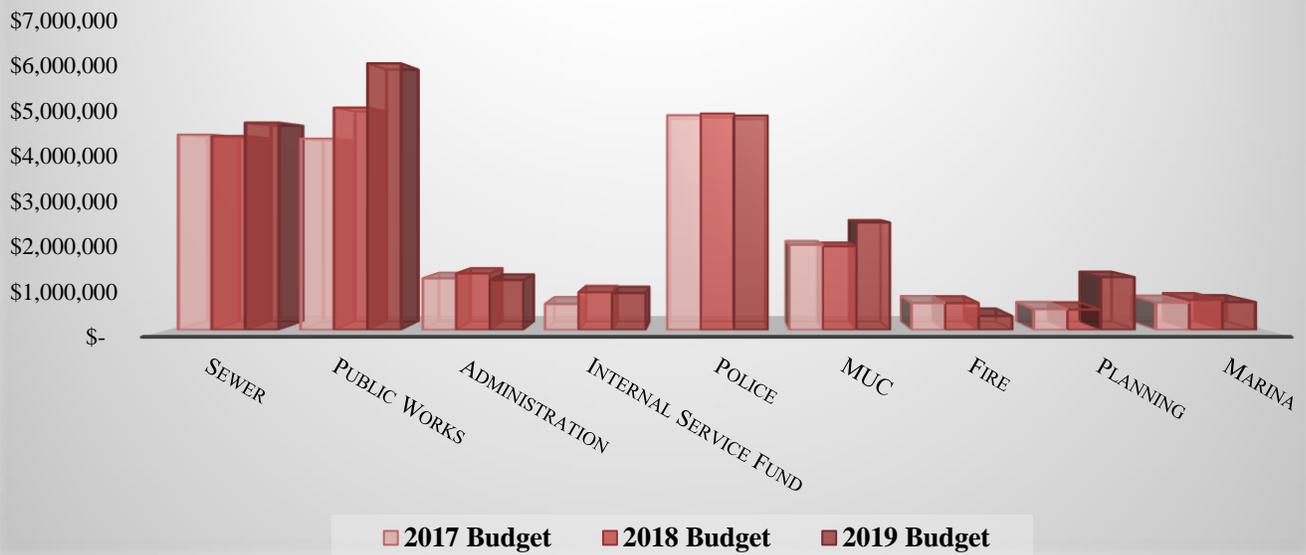
Expense Comparison Variance Explanations

Division	Explanation
All divisions	➤ Cost of Living Adjustment
City Manager	➤ Eliminate position- Redevelopment (Sailwinds) project manager
Finance	➤ Payoff of software lease and line of credit for old operating costs
Info. Technology	➤ Additional costs for software leases in the budget for the first time
Planning & Zoning	➤ Eliminated P&Z and added Planner 1
Community Dev.	➤ Addition of the housing revitalization program
Municipal Properties	➤ Grant funded capital projects (see Capital Improvement Plan)
Fleet Maintenance	➤ Elimination of position due to conversion of sanitation to a contract
Marina	➤ Decreased expense due to less grants
Sewer Services	➤ Includes upgrade of a pumping station
MUC Distribution	➤ Includes grant funded upgrade of the wells
Lapse Time	➤ Decreased to reflect the decrease in total staff positions and decreased turnover
Appr. Reserve	➤ Decreased by \$25,000 as hasn't been completely used

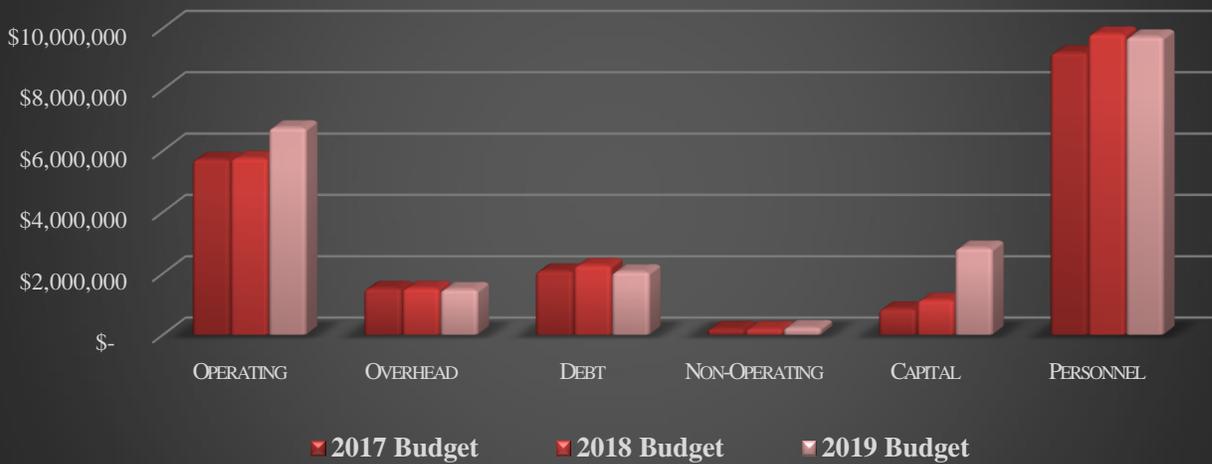
3 Year Expenses Comparison: All Funds

Overall, most divisions remain the same. The increase in the Public Works department is due to potential grant funded projects as listed in the Capital Improvement Plan. Without considering capital expenses, the Public Works department only rose less than 1%. MUC rose due to the well rehabilitation grant. Personnel decreased and operating costs increased due converting Sanitation and Waste to a contract. Capital increased due to grant funded projects.

Expense Comparison by Fund



Expense Comparison by Type

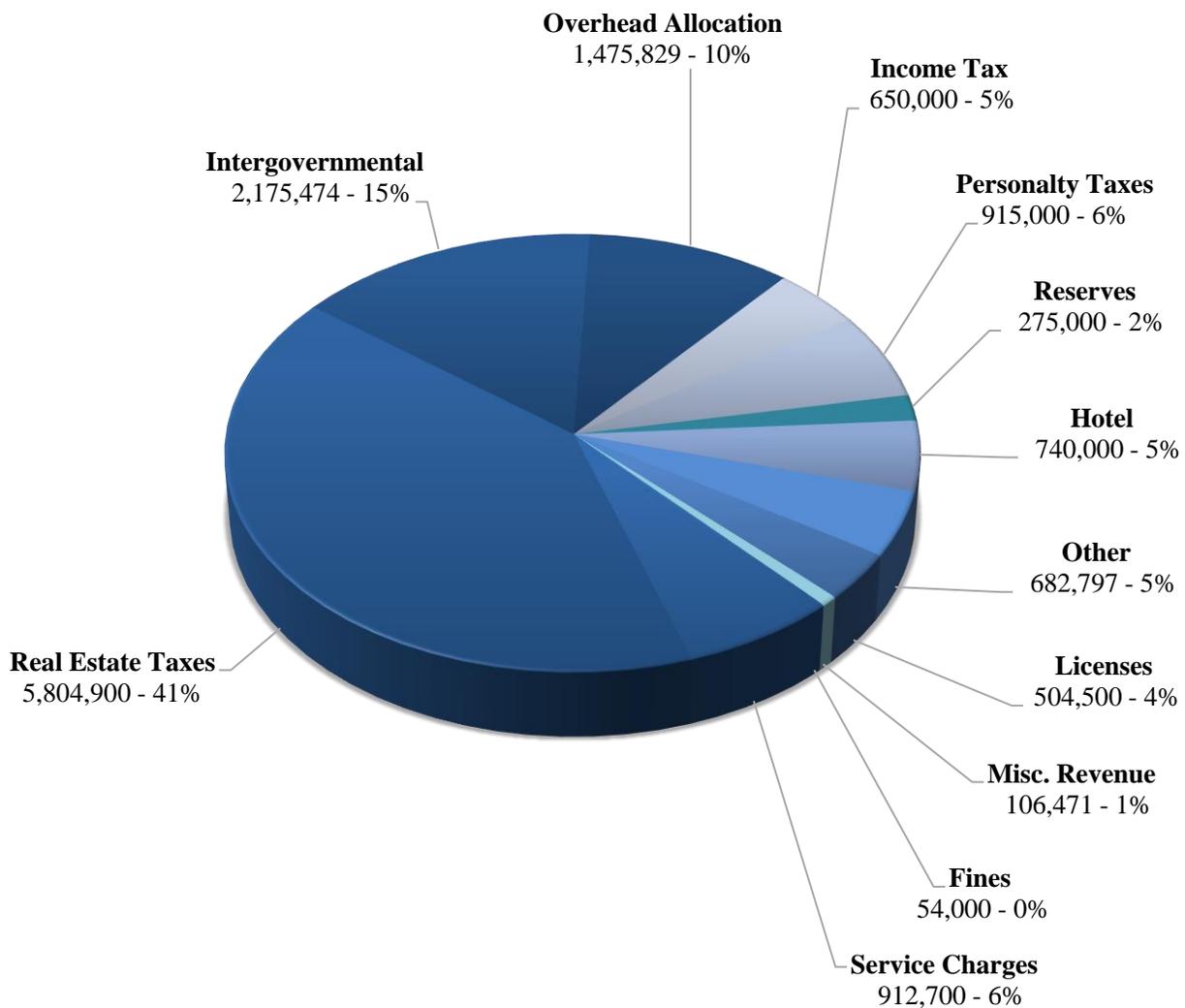


2019 General Fund Budget

Fund Revenues

41% of General Fund revenue is comprised of real estate taxes. Service charges, principally waste disposal charges, are 6% of total revenue. Intergovernmental revenue is 15% and is for committed grants and anticipated grants. As other grants are awarded, they will be appropriated into the budget.

General Fund Revenues: \$14,296,671



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

General Fund Table

ACCOUNT No.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Taxes				
001.000.31110	Real Estate	\$ 5,710,900	\$ 5,737,689	\$ 5,710,900	\$ 5,804,900
001.000.31120	Personalty	915,000	794,714	915,000	915,000
001.000.31200	Interest-Delinquent Taxes	140,000	97,218	140,000	120,000
001.000.31400	Income Tax	500,000	839,221	600,000	650,000
001.000.31520	Admissions & Amusements	75,000	94,779	78,000	87,000
001.000.31530	Hotel Room Tax	750,000	739,466	750,000	740,000
001.000.31590	Southside Landing Park	16,500	15,594	16,500	16,500
001.000.31660	Highway User Revenue	112,456	138,710	113,037	144,948
001.000.31670	SHA Grant	319,015	298,166	310,853	310,349
001.000.31700	Enterprise Zone Reimbursement	3,000	3,986	3,000	4,000
	Total Taxes	8,541,871	8,759,453	8,637,290	8,792,697
	Licenses & Permits				
001.000.32230	Traders	33,000	32,025	33,000	33,000
001.000.32240	Licenses & Permits	8,000	8,740	8,000	8,000
001.000.32241	Plumbing Permits & Sewer Tap	12,000	23,035	12,000	15,000
001.000.32243	HVAC	14,000	9,055	14,000	14,000
001.000.32245	Electrical Permits	1,500	2,250	1,500	1,500
001.000.32320	Building & Equipment Permits	75,000	152,291	81,000	98,000
001.000.32340	Cable TV Franchise	111,000	108,439	133,000	145,000
001.000.32390	Rental Registration and Inspection Permit Fee	181,600	135,620	135,000	138,000
001.000.32325	Board-Up Permits	3,000	95	3,000	1,000
001.000.32335	Housing Authority Permits	51,000		51,000	51,000
	Total Licenses and Permits	490,100	471,550	471,500	504,500
	Intergovernmental				
001.000.33200	Federal P.I.L.O.T.	50,000	50,000	50,000	50,000
001.000.33303	State Aid Police Protection	201,337	191,051	201,337	200,323
001.000.33315	Financial Corporations	10,698	10,698	10,698	10,698
001.000.33506	County-Woods Road Light	500	500	500	500
001.000.33510	County Beer/Wine Licenses	5,000		5,000	4,000
001.000.33750	County Fireworks Contribution	2,000	2,000	2,000	2,000
001.000.33365	Cops Hiring Grant	91,472	180,916	140,000	70,000
Various	Various Grants		2,430,330	350,000	1,837,953
	Total Intergovernmental	361,007	2,865,495	759,535	2,175,474

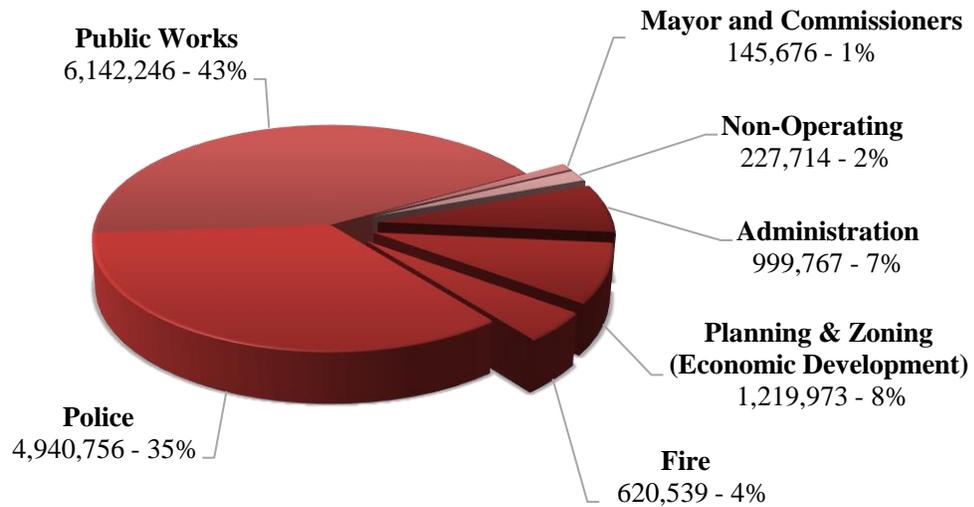
General fund table cont., ...

ACCOUNT No.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Service Charges				
001.000.34140	Dept. Public Works-Miscellaneous	12,000	13,106	12,000	12,000
001.000.34190	Delinquent Fees-Parking	1,000	1,470	1,000	1,200
001.000.34280	Energy Management- Ener-Noc	15,000	6,387	15,000	8,000
001.000.34321	Demolitions & street openings	5,000	1,737	2,500	2,500
001.000.34322	Waste Disposal Charges	650,000	651,147	827,000	827,000
001.000.34325	Property Cleanup	45,000	41,678	40,000	20,000
001.000.34915	Fire Dept / Hazmat Service Charges	5,000		5,000	2,000
001.000.36310	Police Officer Fees	45,400	34,925	40,000	40,000
	<i>Total Service Charges</i>	778,400	750,450	942,500	912,700
	Fines & Forfeitures				
001.000.35100	Parking Citations	3,000	9,185	4,000	6,000
001.000.35101	Civil Citations	2,000	3,120	2,000	3,000
001.000.35102	Municipal Infractions	50,000	71,800	48,248	45,000
001.000.35103	Speed Camera Fines / Collections		2,291		
	<i>Total Fines and Forfeitures</i>	55,000	86,396	54,248	54,000
	Miscellaneous Revenue				
001.000.36100	Interest-Savings	5,000	7,436	15,000	18,000
001.000.36902	Miscellaneous Interest	15,000	9,022	15,000	12,000
001.000.36903	Miscellaneous Revenue	10,000	68,781	10,000	10,026
001.000.36911	Tower Lease	24,480	21,780	24,480	24,480
001.000.36917	Electronic Sign Revenue	4,500		4,500	4,500
001.000.36300	Donations		15,981		
001.000.36920	Miscellaneous Rental Leases	37,200	33,900	47,200	37,200
	<i>Total Miscellaneous Revenue</i>	96,180	156,900	116,180	106,206
	Other Revenue Sources				
Various	Projected Debt Proceeds				
001.700.910	Overhead Allocation	1,510,926	1,216,417	1,515,030	1,476,094
001.000.35101	Undesignated Reserve			194,000	275,000
	<i>Total Other Revenue Sources</i>	1,510,926	1,261,417	1,709,030	1,751,094
	TOTAL FUND REVENUE	\$ 11,833,484	\$ 14,351,661	\$ 12,690,283	\$ 14,296,671

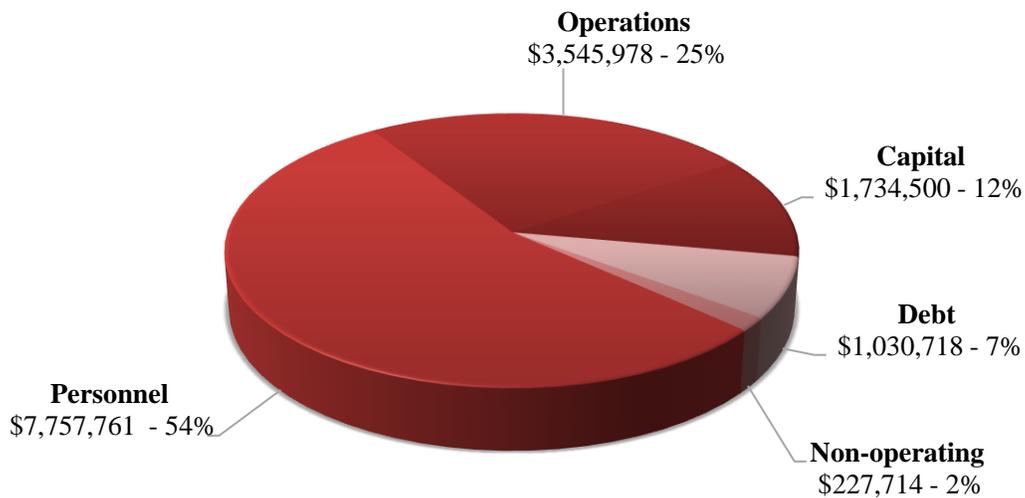
General Fund Expenses

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

Operating & Capital Expenses by Type: \$14,296,671



Operating & Capital Expenses by Category: \$14,296,671

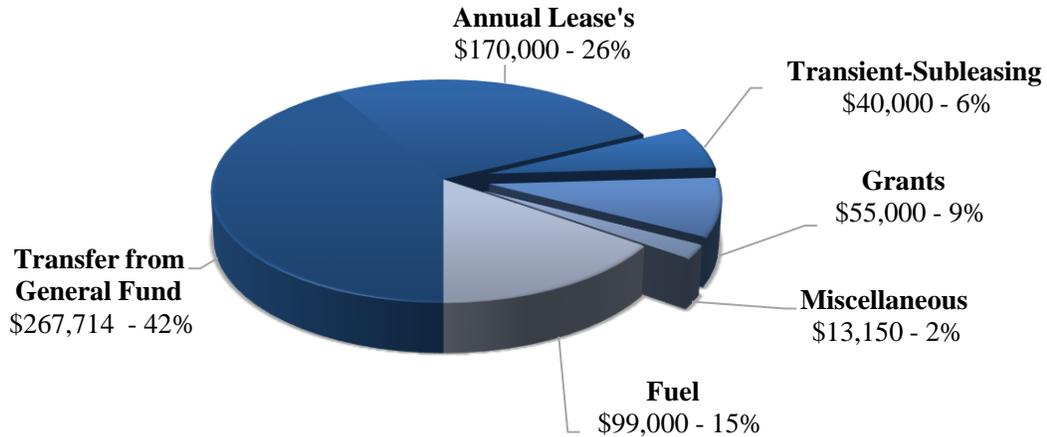


2019 Marina Fund Budget

Fund Revenues

Marina Fund revenue is mostly supported by service charges. Because the fund is not self-supporting, \$267,714 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 FY2019.

Marina Fund Revenues \$644,864

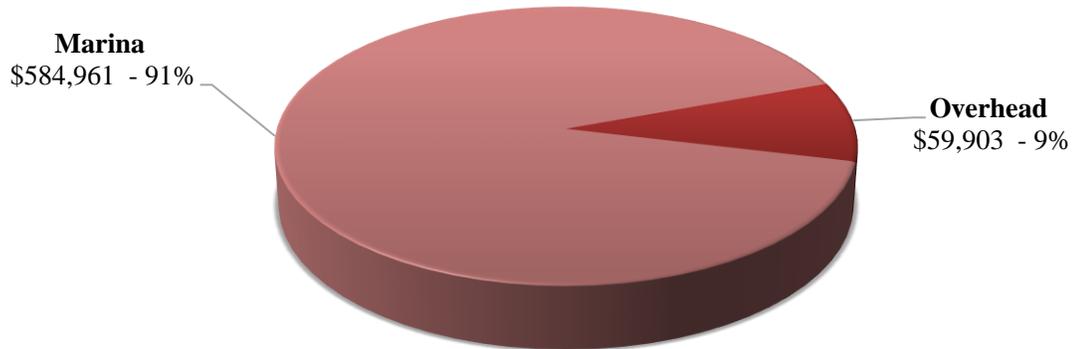


ACCOUNT No.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Service Charges				
102.000.34850	Boat Slip Rentals	\$ 191,000	\$ 174,453	\$ 183,000	\$ 170,000
102.000.34851	Boat Slip Electric	20,000	7,009	10,000	10,000
102.000.34860	Transients-Subleasing	68,000	35,819	68,000	40,000
102.000.34861	Seafood Buyer Rent	1,400	487	1,400	1,000
102.000.34862	Dockmaster- Misc. Receipts	1,000	1,439	1,000	1,500
102.000.34863	Pump Out Station	400	335	400	400
102.000.34880	Marine Fuel	92,000	92,611	99,000	99,000
	Total Service Charges	373,800	312,153	362,800	321,900
	Intergovernmental				
102.000.37502	Grants			65,000	55,000
	Total Intergovernmental			65,000	55,000
	Miscellaneous Revenue				
102.000.36100	Interest	300	2,265	2,000	250
	Total Miscellaneous	300	2,265	2,000	250
	Other Revenue Sources				
	Transfer from the General Fund	258,585	194,815	266,401	267,714
	Total Other Revenue Sources	258,585	194,815	266,401	267,714
	TOTAL FUND REVENUE	\$ 632,685	\$ 509,233	\$ 696,201	\$ 644,864

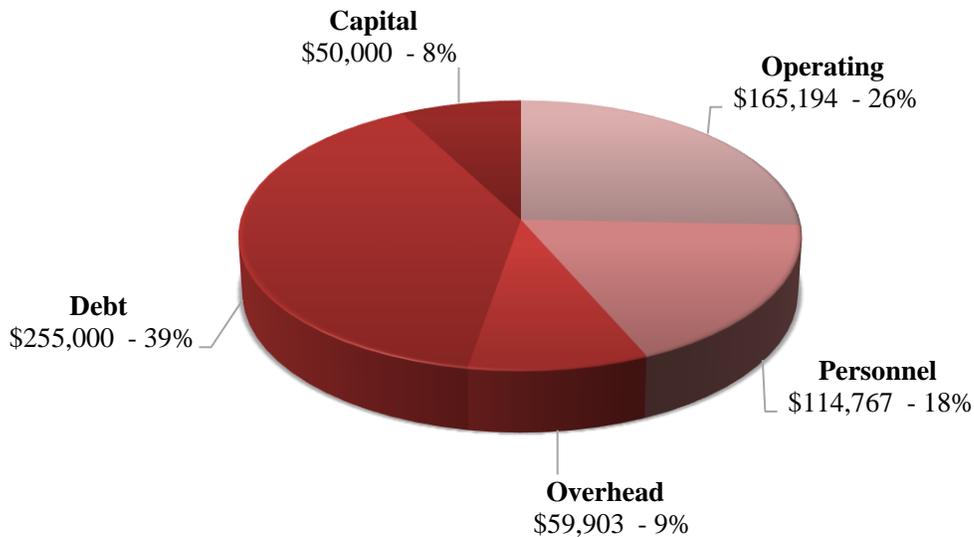
Marina Fund Expenses

Of the total, 91% is in direct costs and debt and 9% is for overhead expenses for the General Fund services support.

Expenses by Fund: \$644,864



Fund Expenses by Category: \$644,864

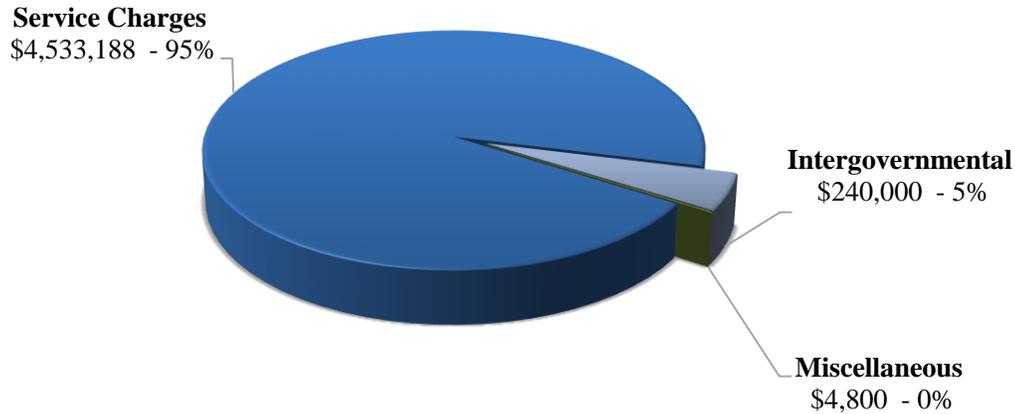


2019 Sewer Fund Budget

Fund Revenues

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

Total Fund Revenues \$4,777,988

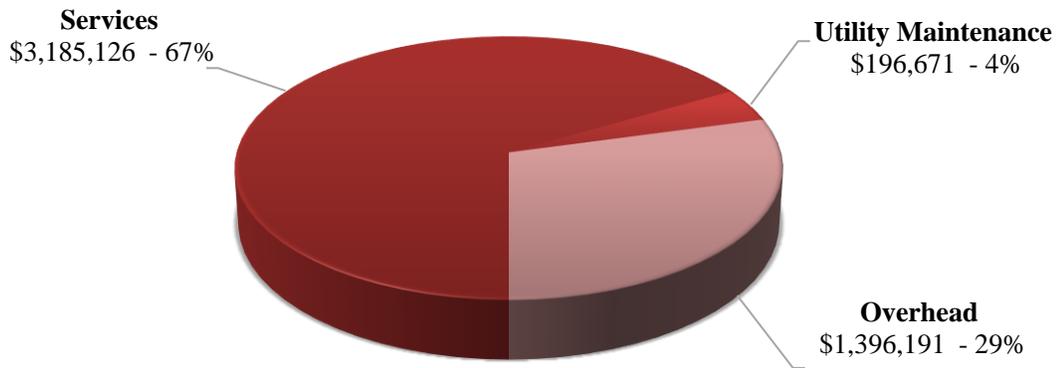


ACCOUNT NO.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Intergovernmental				
401.000.33425	ENR Operating Grant	\$ 240,000		\$ 240,000	\$ 240,000
401.000.33427	WWTR ENR Upgrade Grant				
	Total Intergovernmental	240,000		240,000	240,000
	Service Charges				
401.000.34410	Sewer Service	3,704,000	3,629,592	3,673,953	3,988,888
401.000.34412	Sanitary #4 Sewer Charge	107,800	106,019	107,800	107,800
401.000.34413	Sanitary #1 Sewer Charge	210,400	214,100	210,400	214,000
401.000.34414	Sanitary #3 Sewer Charge	32,800	32,691	32,800	32,800
401.000.34415	Sanitary District #7	108,100	108,345	108,100	108,100
401.000.34416	Horn Point Sewer	33,000	22,465	33,000	24,000
401.000.34420	Pollution Control-Septic	60,000	50,123	60,000	54,000
401.000.34421	Sewer Connections	1,600		1,600	1,600
401.000.34422	Discharge Service	2,000	4,000	2,000	2,000
	Total Service Charges	4,259,700	4,167,335	4,229,653	4,533,188
	Miscellaneous Revenue				
401.000.36100	Interest-Savings	1,500	3,637	1,500	4,800
	Total Miscellaneous	1,500	3,637	1,500	4,800
	TOTAL FUND REVENUE	\$ 4,501,200	4,170,972	4,471,153	4,777,988

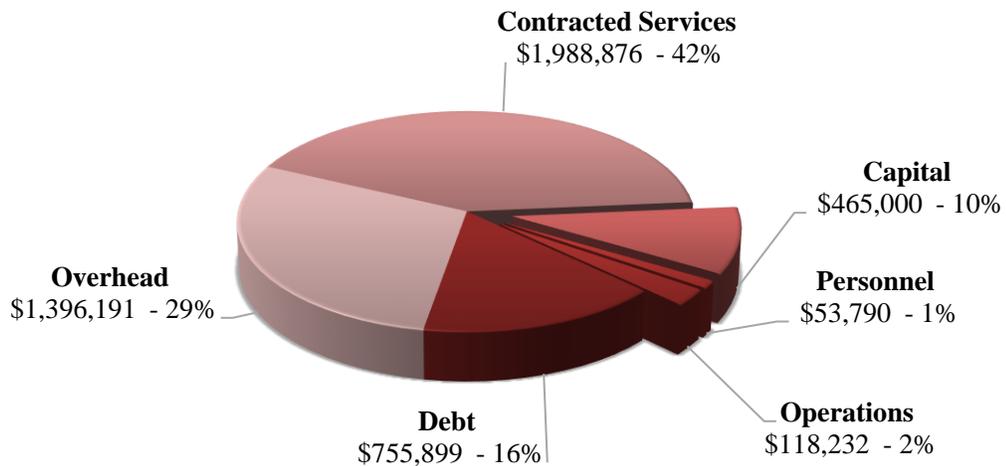
Sewer Fund Expenses

Sewer services, principally Maryland Environmental Services, comprise 67% of the Sewer Fund expenses followed by the cost of the other departments to support the Sewer Fund.

Fund Expenses by Type: \$4,777,988



Fund Expenses by Category: \$4,777,988

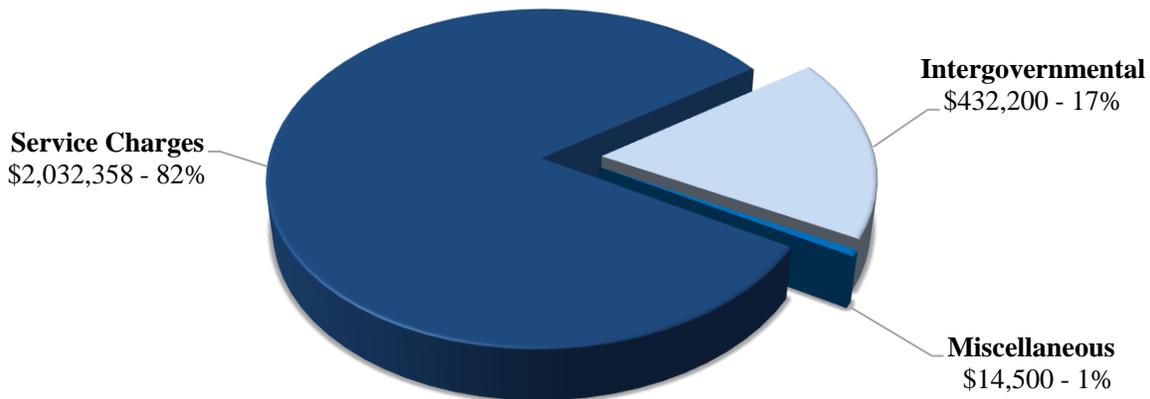


2019 MUC Fund Budget

Fund Revenues

82% of the revenue is comprised of service charges. 17% is intergovernmental from a grant to do well rehabilitation.

MUC Revenues: \$2,479,058

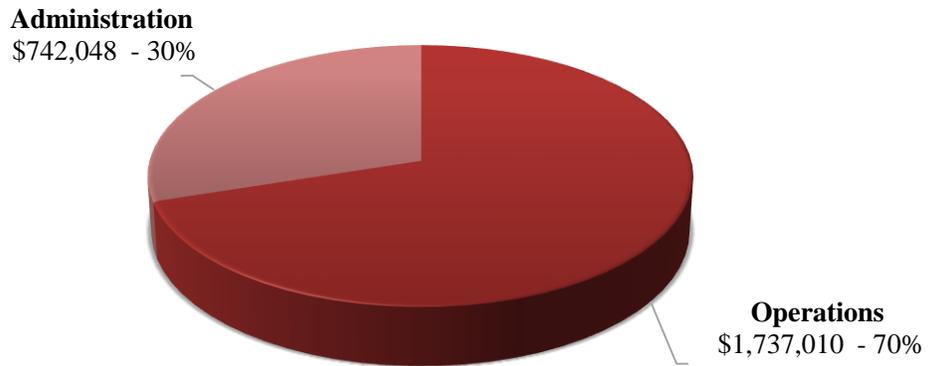


ACCOUNT NO.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Service Charges				
10-400-110	Water Sales	\$ 1,780,104	\$ 1,580,557	\$ 1,732,174	\$ 1,827,358
10-400-141	Miscellaneous Sales	75,000	43,011	80,000	100,000
10-400-121	Fire-Line Charges	28,000	28,880	29,000	30,000
10-400-151	Penalty Fees	66,000	67,421	70,000	70,000
10-400-154	Meter Install Fees	5,000	11,780	5,000	5,000
	Total Service Charges	1,954,104	1,731,649	1,916,174	2,032,358
	Miscellaneous Revenue				
10-400-152	Interest Income	1,500	6,653	2,500	2,500
10-400-155	Bay Restoration Fund	12,000	19,034	12,000	12,000
10-400-	Grants				432,200
	Total Miscellaneous Revenue	13,500	25,687	14,500	446,700
	TOTAL MUC FUND REVENUE	\$ 1,967,604	\$ 1,757,336	\$ 1,930,674	\$ 2,479,058

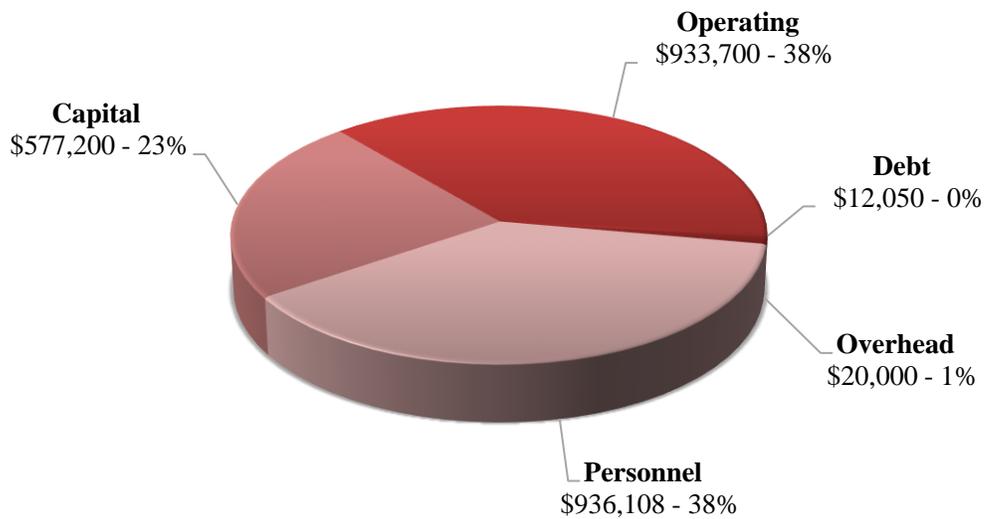
MUC Fund Expenses

70% of total expenditures are the cost to operate and distribute water. 30% is the cost to administer the MUC

Fund Expenses by Function: \$2,479,058



Fund Expense by Category: \$2,479,058



2019 Internal Service Fund Budget

Health Insurance Fund Revenues and Expenses

This is a new fund created in FY18 which charges anticipated health insurance costs to other funds.

ACCOUNT NO.	DESCRIPTION	FY17 BUDGETED	FY17 ACTUAL	FY18 BUDGETED	FY19 BUDGETED
	Service Charges				
301-000-32400	Charge for Health Insurance	\$ 600,000	\$ 601,924	\$ 870,000	\$ 852,000
	<i>Total Service</i>	<i>600,000</i>	<i>601,924</i>	<i>870,000</i>	<i>852,000</i>
Total ISF- Health Insurance Fund Revenue		\$ 600,000	\$ 601,924	\$ 870,000	\$ 852,000

Health Insurance Fund Reconciliation

Revenue

Service charges	852,000
Total Revenue	<u>852,000</u>

Expenses

Projected costs	1,261,667
Employee contributions	(210,667)
Retiree contributions	(43,000)
MUC costs	(156,000)
Total Expenses	<u>*852,000</u>

*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. In FY18, the City drew \$1,800,000 on a line of credit for Sailwinds Wharf Reconstruction and converted it to a bond through Maryland Community Development Administration. In addition, the City paid off an outstanding line of credit for old operating costs.

GENERAL DEBT SUMMARY	YEAR	OUTSTANDING PRINCIPAL	INTEREST RATE RANGE	FINAL MATURITY	2019 PRINCIPAL AND INTEREST
FY17 police cars note payable	2016	\$ 13,136	1.89%	2019	\$ 13,136
Fire truck note payable	2015	294,787	2.14%	2022	76,981
Building mortgage	2013	140,155	3.69%	2028	17,411
Riverwalk note payable ^	2004	8,100	0%	2028	810
Department of Natural Resources note payable	2004	123,453	0%	2029	11,223
Sailwinds Wharf reconstruction	2018	1,800,000	4.5%	2038	150,000
2016 Bond- Public Refunding <	2016	7,720,000	2.06%	2031	730,000
TOTAL GENERAL DEBT: \$10,099,631					

ENTERPRISE DEBT SUMMARY	YEAR	OUTSTANDING PRINCIPAL	INTEREST RATE RANGE	FINAL MATURITY	2019 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	12,022
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
TOTAL ENTERPRISE DEBT: \$6,218,354					

*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 her under the Charter, or the amendments thereto, or by municipal ordinances." The Mayor represents the City to the public and other jurisdictions. She chairs the Municipal Utilities Commission and Police Board. She advises the City Manager and carries out special assignments of Council.



POSITION SUMMARY SCHEDULE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Mayor	1	1	1
TOTAL	1	1	1

Mayor Goals FY19

See Commissioners goals

MAYOR BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	0%
Benefits	5,688	1,000	1,000	1,000	0%
Total personnel expenses	17,688	13,000	13,000	13,000	0%
Operating expenses	9,720	4,720	6,720	5,500	(18%)
Debt service					
Total other operating expenses	9,720	4,720	6,720	5,500	(18%)
Capital projects					
Total capital expenses					
TOTAL MAYOR OPERATIONS	\$ 27,408	\$ 17,720	\$ 19,720	\$ 18,500	(6%)

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." The Commissioners give policy direction to the City Manager, adopt an annual budget and respond to citizen concerns. They annually identify priorities for the City and hold the City Manager accountable.



Position Summary Schedule	Authorized FY17	Authorized FY18	Authorized FY19
Ward 1	1	1	1
Ward 2	1	1	1
Ward 3	1	1	1
Ward 4	1	1	1
Ward 5	1	1	1
TOTAL	5	5	5

Commissioners Accomplishments FY18

Each year Council selects priority goals and implementation plans. On March 13, 2018 City Council conceptually approved the seven (7) goals and twenty-three (23) implementation plans for FY 2018. The following illustrations show the goals, strategies, and implementation plans. They also show 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.

The FY 2018 Council Goals focused on the following areas. Key accomplishments include:

A. Strong Financial Health for the City:



- Allocated one-time revenues to priority projects;
- Added document retention (subject to State approval) to financial policies;
- Maintained approved operating and capital reserves.

B. Safe and Livable Housing for all members of the community:



- Successfully secured grant funding from Maryland Department of Housing and Community Development which, combined with City and Habitat Choptank matching funds, amount to \$1.2 million for the Pine Street Area Housing Revitalization Program;
- Completed blight survey for entire City;
- Completed code enforcement management audit and identified potential improvements;
- Worked with County on implementation of tax sale properties sold for home ownership.

C. Economic Development:



- Approved funding for Historic High Street;
- Contracted for a pavement survey and study to improve pavement management;
- Installed a new website for the City;
- Worked with Cambridge Market Place developer and assisted the location of new businesses in the downtown area and expansion of businesses on Woods Rd.

D. Increased Public Safety:



- Installed cameras in the Greenwood Avenue area;
- reducing Contracted for removal of wild animals;
- Privatized trash collection and with it provided covered trash containers the presence of animals spreading garbage in the streets;
- Conducted diversity training for Police Department;
- Implemented bonuses for volunteer fire fighters who are City residents.

E. Child and Youth Development:



- Supported a grant writer, business plan development, and a reserve for matching funds for creation of a youth community center at the site of the Old Maces Lane School, in partnership with the Maces Lane Alumni and the Good Shepherd Association.

F. Support of City Employees:



- Awarded Christmas Bonuses;
- Held a service awards luncheon;
- Scheduled an employees' picnic.

In November 2017, City Council looked out five years and beyond and envisioned improvements in Cambridge. Over 60 specific ideas were offered, and they group into 10 *potential* goals:

1. Strong Financial Health for the City (6)
2. Safe and Livable Housing for All Members of the Community (6)
3. Economic Development (22)
4. Increased Public Safety (4)
5. Child and Youth Development (3)
6. Support of City Employees (2)
7. Reduction in Trash Sent to Landfill (1)
8. Modern Health Facilities (2)
9. Improved City Facilities and Infrastructure (14)
10. Community Building and Cultural Programs (1)

Staff recommended limiting new Council Goals projects for FY19 to finish projects approved and initiated in FY 2018 and projects proposed in the FY 2019 Proposed Capital Improvements budget.

Projects Approved in FY18:

- 300 block of High Street repairs and improvements (\$800,000)
- Larger paving program based on Pavement Study (\$500,000)
- Bayly Road sidewalks (\$250,000)
- Beazer Project – waterfront walkway completion (\$80,000)
- Greenwood Ave. drainage improvements (\$275,000)
- Cannery Park creek restoration (\$1,500,000)
- Peachblossom stream restoration (\$70,000)
- Pine Street Area Phase 1 Low-Income Homeowner Housing Rehab and Housing Revitalization (\$ 1.2 million)

FY 2019 Proposed Capital Improvement Budget:

- Woods Road Pump Station upgrades (\$300,000)
- Water wells rehabilitation (\$432,000)
- Old City Hall Roof (\$200,000 in FY 19 Capital Program)

Staff identified potential near-term implementation plans for each of the FY 2019 Council Goal areas and asked the Mayor and Commissioners to indicate their priorities. Preliminarily, FY 2019 priorities, estimated costs and sources are shown below. During the FY 2019 budget process, Council will further prioritize and finalize its FY 2019 goals, and action plans.

Goal	Implementation Plan	Est. Cost FY 19 Council Goals Reserves	Est. Costs from Grants and Other Sources
Safe and Livable Housing for all members of the Community	Begin a new code enforcement program	8,000*	16,000 Unexpended FY 18 Council Goals
Economic Development - Industry	Woods Road Improvements: Design study	5,000	10,000 Grant or partner
Economic Development -Tourism	Ironman Family Movie Night	5,000	
Economic Development -Tourism	Pine Street Events overtime	1,000	
Increased Public Safety	Cameras in high crime areas	25,000	
Increased Public Safety	Training for officers in working with homeless people and those with mental health issues.	6,000	
Improve City Facilities & Infrastructure – Streets	Leonard Lane Sidewalks: Seek grant funding.		350,000
Improve City Facilities & Infrastructure – Parks	Create park in a box; connect with community policing.		35,000 Reserves <i>playground equipment</i>
TOTAL		\$ 50,000	\$ 411,000

*Shown in Building safety Services

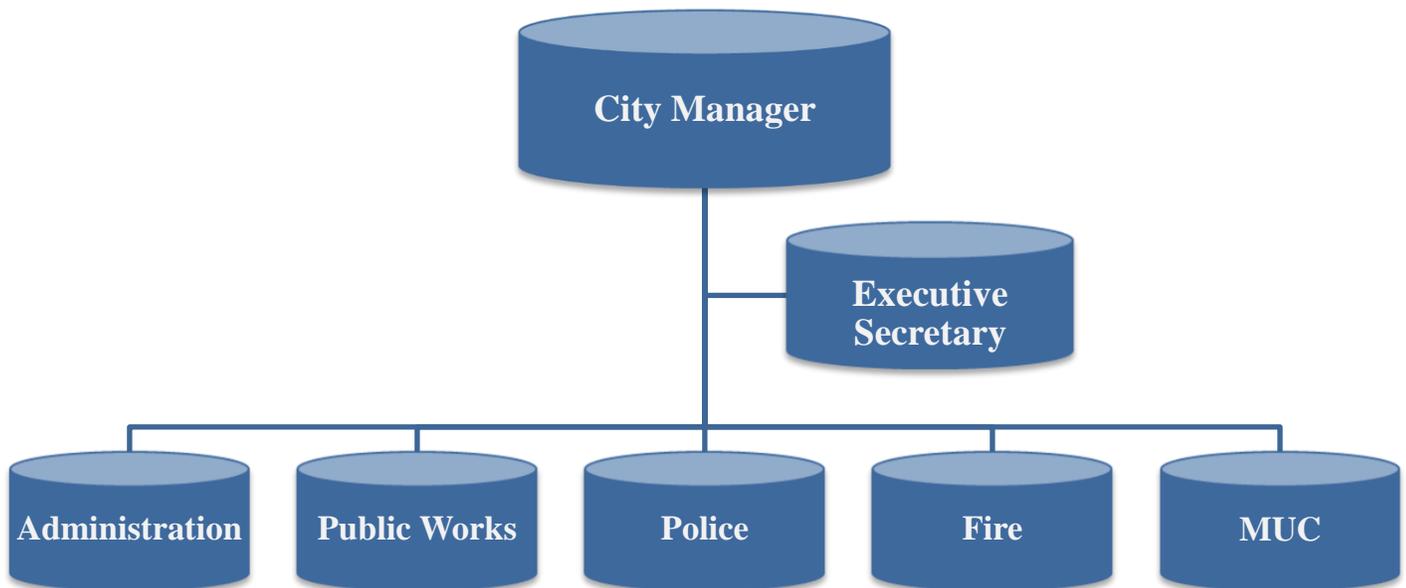
City of Cambridge, Maryland
FY 2019 Annual Operating Budget

COMMISSIONERS BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0%
Benefits	27,571	22,532	22,532	23,676	4%
Total personnel expenses	77,571	72,532	72,532	73,676	2%
Operating expenses	6,500	6,500	11,500	11,500	0%
Reserve for Council goals	31,000	50,000	25,000	42,000	0%
Total other operating expenses	37,500	56,500	36,500	61,500	68%
Total debt service					
Total capital expenses					
TOTAL COMMISSIONERS OPERATIONS	\$ 115,071	\$ 129,032	\$ 109,032	\$ 127,176	24%

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.

The position of Redevelopment (Sailwinds) Project Manager is eliminated in this budget. The Council has entered into an agreement with the County of Dorchester to create a not-for-profit development corporation to manage the development of the Sailwinds/Port property and possibly the Dorchester County Hospital property. The City and Council will consider loaning operating funds to the corporation to be repaid from the proceeds of the development.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
City Manager		1	1	1
Sailwinds Redevelopment Project Manager	16	1	1	
Executive Secretary	10	1	1	1
TOTAL		2	3	2

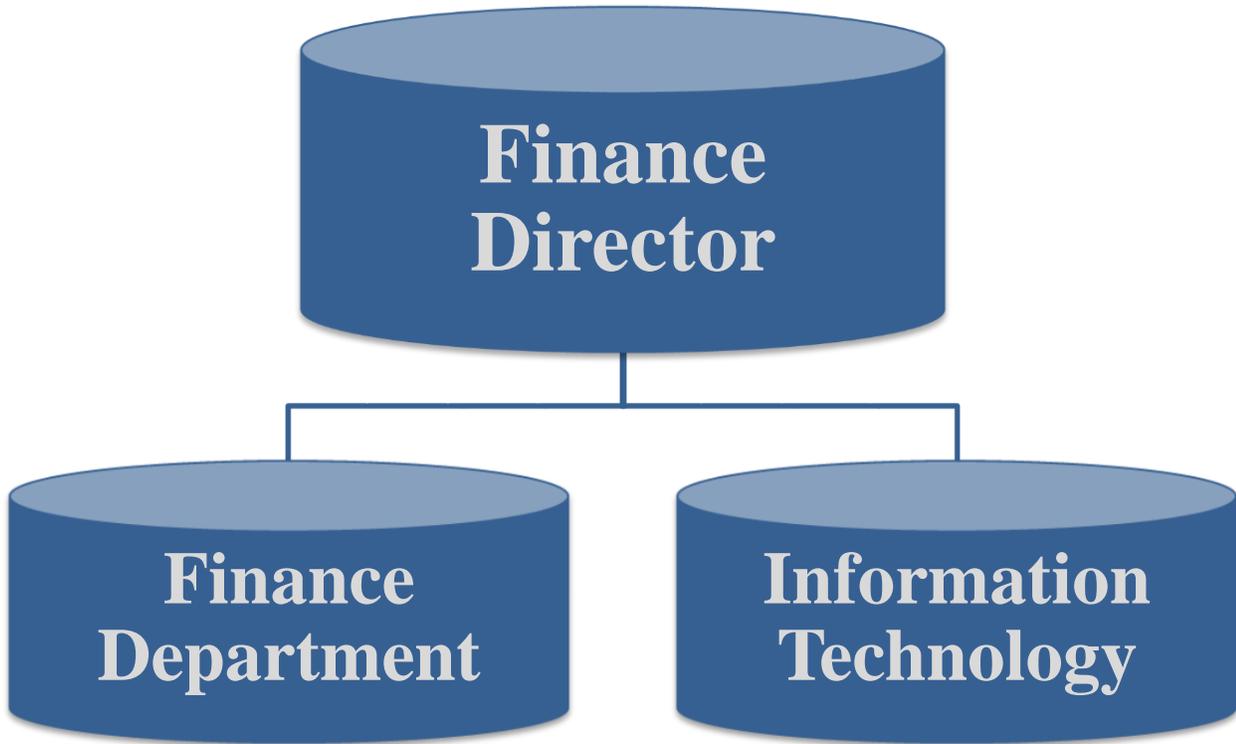
CITY MANAGER PERFORMANCE MEASURES	FY17 (ACTUAL)	FY18 (PROJECTED)	FY19 (ESTIMATED)
Timely Council Agendas	24	36	30
Balanced budget submitted to Council	filed by 6/20/15	filed by 5/1/16	filed by 4/20/17

City Manager Accomplishments FY2018

- Oriented new City Attorney;
- Recruited and hired new Police Chief;
- Submitted recommendations to City Council on privatization of sanitation services;
- Secured significant grant funding for Pine Street Area Revitalization;
- Recommended creation of a not-for-profit Sailwinds development corporation;
- Completed Code Enforcement Management Audit.

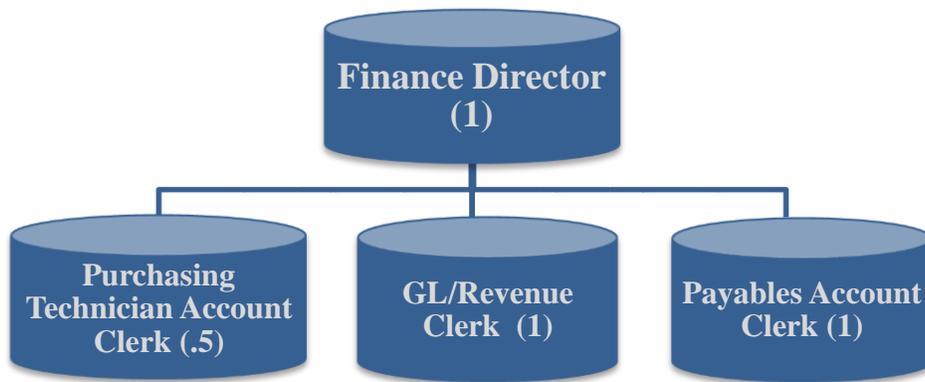
CITY MANAGER BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 53,499	\$ 217,189	\$ 179,102	\$ 155,214	(13%)
Benefits	31,921	60,039	60,039	49,014	(18%)
Total personnel expenses	185,420	277,228	239,141	204,228	(15%)
Total operating expenses	48,472	17,344	17,114	16,244	(5)
Total debt service					
Total capital expenses					
TOTAL CITY MANAGER OPERATIONS	\$ 233,892	\$ 294,572	\$ 256,285	\$ 220,472	(14%)

Finance – Organizational Chart



Finance Department

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 FY17	AUTHORIZED FY18	AUTHORIZED FY19
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		
TOTAL		4	3.5	3.5

FINANCE PERFORMANCE MEASURES	FY16 (ACTUAL)	FY17 (ACTUAL)	FY18 (PROJECTED)	FY19 (ESTIMATED)
Accounts payables checks issued	1849	1960	1975	2000
Number of vendors used - accounts payable	484	456	470	475
Number of employees serviced	193	137	130	127
Personal property tax bills issued	481	502	505	505
On-time delivery of paychecks	100%	100%	100%	100%

Finance Accomplishments FY18

- TGM Group, LLC completed their audit for the City of FY17 and reported no findings;
- Financial reports were distributed quarterly to Mayor and Council and presented to the Public;
- The Finance Department continued to develop new fiscal policies for Council to approve;
- Worked with outside consultant to lock in electric rates at a projected savings of \$70,000 a year;

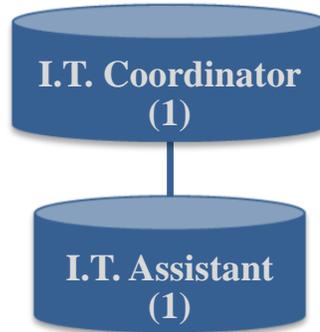
Finance Goals FY19

- To examine current financial practices and recommend financial policies to Mayor and Council;
- To lead a team in transitioning to a new financial software with a savings of over \$40,000 over five years and increased efficiencies;
- 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.

FINANCE BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 173,692	\$ 177,160	\$ 177,160	\$ 179,954	2%
Benefits	47,612	59,469	59,469	59,131	(1%)
Total personnel expenses	221,304	236,629	236,629	239,085	1%
Total operating expenses	67,036	92,900	93,100	87,700	(1%)
Total debt service	160,614	163,824	163,824		(100%)
Total capital expenses					
TOTAL FINANCE OPERATIONS	\$ 448,954	\$ 493,353	\$ 493,553	\$ 326,785	(34%)

Information Technology (I.T.)

The Information Technology (I.T.) division builds, plans, and maintains the City's information technologies infrastructure. The I.T. division manages the City's voice, data, and geographical information systems (GIS) and networks, and provides help desk support to the City's employees and affiliates. The I.T. 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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
I.T. Coordinator	13	1	1	1
I.T. Assistant	9	0.5	1	1
TOTAL		1.5	2	2

I.T. PERFORMANCE MEASURES	FY17 (ACTUAL)	FY18 (PROJECTED)	FY18 (ACTUAL)	FY19 (PROJECTED)
Number of workstations and laptops maintained	57	60	112	110
Number of Servers, NAS, NVR's			20	25
Cameras installed and maintained	11	11	52	70
Access points providing Wi-Fi	10	10	20	30
Fiber links maintained	5	5	5	5
Virtual servers' availability (main and backup)	99.99%	99.99%	99.99%	99.99%

I.T. Accomplishments FY18

- Helped maintain the PSSI (Public Safety Systems Inc.) CAD/RMS (computer aided dispatch / records management system);
- Installed updates and upgrades to various systems, including New World Systems transition update to NWS/Tyler Technologies and a major end of year update and new database server install;
- Built and maintained the City's main NVR (network video recorder) for City wide security camera needs;
- Supported City Departments in researching new applications for increasing efficiency;
- Researched and implemented newer telephone system for DPW / City Hall / MUC and Marina; estimated savings of \$5K annually while increasing communications capacity;
- Installed and maintained the IT portion of the Greenwood Avenue Camera Project; 24 cameras, 2 wireless links at 6 locations;
- Implemented security cameras at Council Chambers per CPD's security report;
- Built and maintained new firewalls at CPD, DPW, City Hall, and Marina;
- Built out and completed IT infrastructure needs for the full use of the Pine Street Substation;
- Assisted with network access reconfiguring for dispatcher relocation to the County and biometric access of City / County employee's.

I.T. Goals FY19

- Work with the County to install new Spillman CAD/RMS systems;
- Continue to support departments in researching new applications for increased efficiency;
- Install disaster recovery solutions; wireless backbone, HA (high availability) firewalls, redundant internet paths, and better offsite backup;
- Rework network configuration and infrastructure for better CPD / County intra-network communications;
- Create a wireless backbone system for failover to our fiber network;
- Reconfigure PSB networks for better efficiency, productivity, and connectivity with the County networks;
- Begin the upgrade of workstations to Windows 10 as Windows 7 is reaching EOL (end of life);
- Upgrade servers to Server 2016 and fully implement City wide domain for better security, functionality, better transition to future technologies;
- Install new infrastructure and equipment and assist with IT solutions for implementing the City / County EOC (Emergency Operations Center).

City of Cambridge, Maryland
FY 2019 Annual Operating Budget

I.T. BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 92,243	\$ 94,217	\$ 94,217	\$ 95,815	2%
Benefits	31,233	39,512	39,512	41,260	4%
Total personnel expenses	123,476	133,729	133,729	137,075	3%
Total operating expenses	90,508	102,400	120,487	162,935	35%
Total debt service					
Total capital expenses	39,000	5,500	5,500		
TOTAL I.T. OPERATIONS	\$ 252,984	\$ 241,629	\$ 259,716	\$ 300,010	16%

City Attorney

The Law division is comprised of contracted attorney services. Specialized legal issues such as litigation and bond counsel, may be separately contracted.

MacLeod Law Group, LLC. provides expert legal advice and skilled legal support to the Mayor and Council, the City’s Boards and Commissions, and City staff. The City Attorney is responsible for providing legal support to the City; 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 Charter Amendment Resolutions, Ordinances, and Resolutions 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. The City 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.

CITY ATTORNEY PERFORMANCE MEASURES	FY16	FY17	FY18 (ACTUAL)	FY19 (ESTIMATED)
Ordinances prepared and approved	7	8	30	15
Resolutions prepared and approved	14	18	12	1
Handling of Board of Zoning Appeals	N/A	N/A	2	1

City Attorney Accomplishments FY18

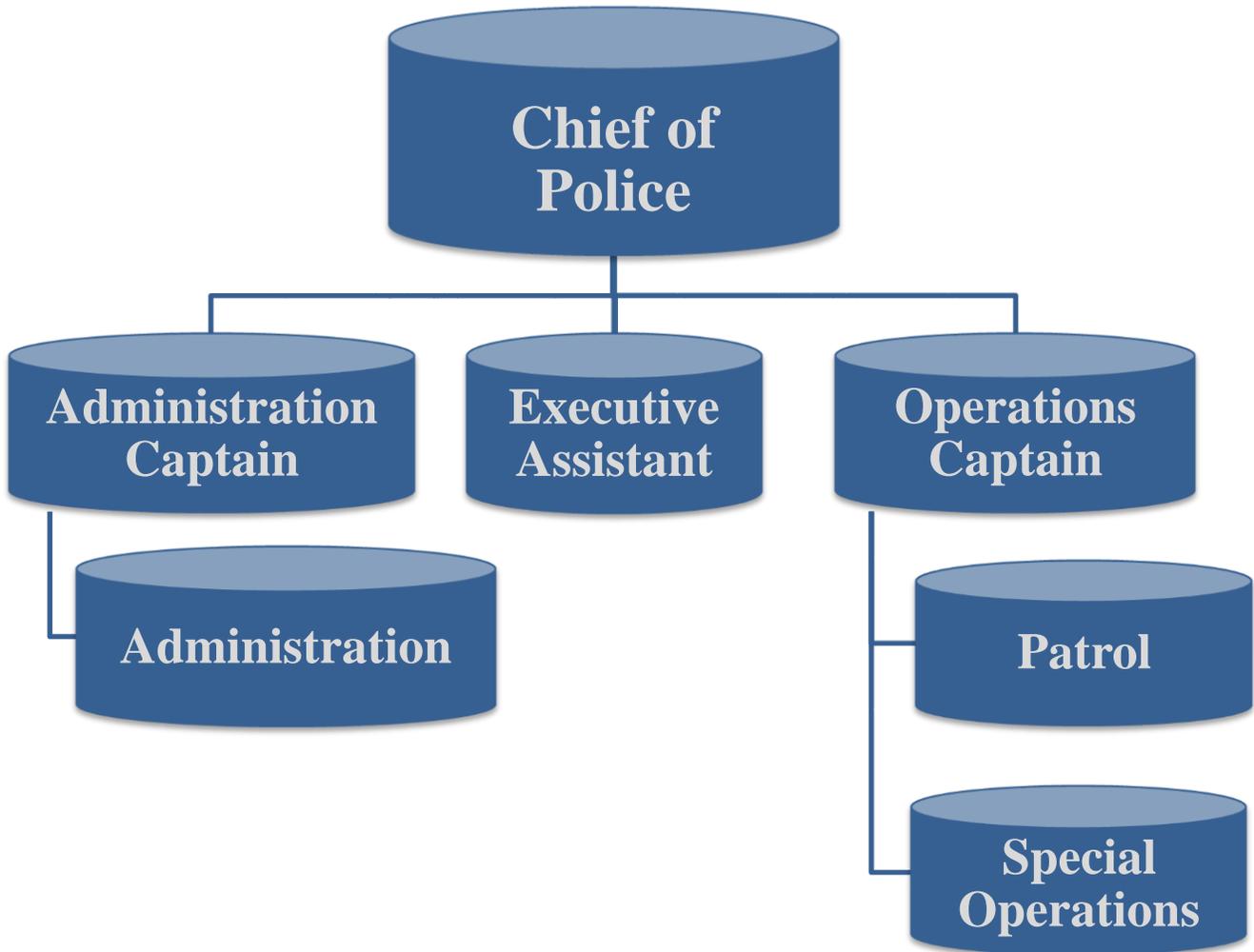
- Drafted various Ordinances, including several amendments to the Unified Development Code and the Zoning Map;
- Assisted with drafting and revising ordinances prepared by City staff;
- Attended Planning Commission, City Council, Board of Appeals, Historic Preservation Commission meetings;
- Litigated cases in District Court and Circuit Court involving violations of the City Code;
- Initiated litigation against Beazer Homes, LLC. Regarding Beazer to construct the Riverwalk at Deep Harbour;
- Assisted Finance in collecting prior year back taxes from Beazer Homes, LLC.
- Coordinated with the City’s insurer, Local Government Insurance Trust, regarding claims against the City.

City Attorney Goals FY19

- Resolve the Beazer litigation, ultimately resulting in the Riverwalk’s construction;
- Assist the City in establishing a joint venture non-profit corporation with Dorchester County for redevelopment of the Cambridge waterfront;
- Assist the City Manager in the reorganization of the City’s Code Enforcement Department, including any amendments to the City Code; and streamline City Attorney functions;
- Work with City management to identify efficiency measures to reduce legal expenses and streamline legal services.

CITY ATTORNEY BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries					
Benefits					
Total personnel expenses					
Total operating expenses	\$ 114,100	\$ 153,500	\$ 231,600	\$ 152,500	(34%)
Total debt service					
Total capital expenses					
TOTAL CITY ATTORNEY OPERATIONS	\$ 114,100	\$ 153,500	\$ 231,600	\$ 152,500	(34%)

Police – Organizational Chart



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 record technicians administratively assist in this process.

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 Deputy Chief retired in FY2018 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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	PROJECTED FY19
Chief of Police	17	1	1	1
Deputy Chief	6	1	.5	
Captain	6		.5	1
Lieutenant	5	1	.5	
Sergeant	4	2	1	1
Community Policing Officers	2	2	2	2
Executive Assistant	11	1	1	1
Records Technician II	6/7	2	2	2
Records Technician III	7	.2		
TOTAL		10.2	8.5	8

ADMINISTRATION PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY18 (PROJECTED)	FY19 (PROJECTED)
Provide officers with training (minimum 900 hours)	900	9,777	10,000
Identify crime problems and locations by using crime mapping			52
Work with community to form Neighborhood Watch/Associations	-	4	4
Expand the Police Explorer participants	-	10	12
Lower Violent crime rate			2%
Teach DARE and expand presence in City schools	4	4	4
Increase outreach and crime prevention through social media	3,500	5,300	5,400
Explore College Tuition Assistance with Chesapeake			5 officers

Police Administration Accomplishments FY18

- Improved fiscal responsibility;
- Reviewed and updated all policies to bring them 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;
- Completion of the City's Greenwood Ave. Video Camera Project;
- Improved Community involvement by starting 4 additional Neighborhood Watch Programs;
- Held a Citizen's Police Academy.

Police Administration Goals FY19

- Lower Violent Crime rate by 2%;
- Explore grant opportunities to supplement the budget;
- Exceed MPTC mandatory training requirements for officers and implement community involvement;
- Employ new recruitment techniques to increase women and minority applicants;
- Expand community visibility and outreach through residential patrols, community meetings, events and social media;
- Implement a College Tuition Program for the officers;
- Expand the City’s Video Camera Program into different neighborhoods;
- 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.

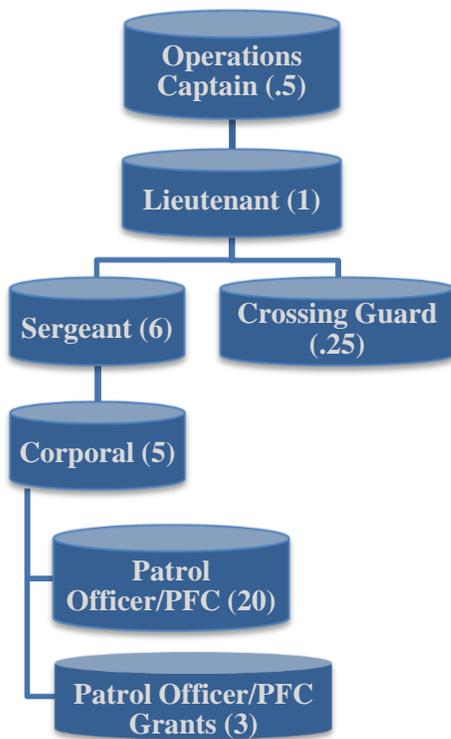
POLICE ADMINISTRATION BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 512,928	\$ 519,267	\$ 519,267	\$ 454,247	(13%)
Benefits	130,048	223,002	223,002	269,752	21%
Total personnel expenses	642,976	742,269	742,269	723,999	(2%)
Total operating expenses	91,774	103,616	133,375	107,316	(20%)
Total debt service	52,634	52,634	52,634	44,291	(16%)
Total capital expenses					
TOTAL ADMINISTRATION OPERATIONS	\$ 787,384	\$ 898,519	\$ 928,278	\$ 875,606	(6%)

Patrol

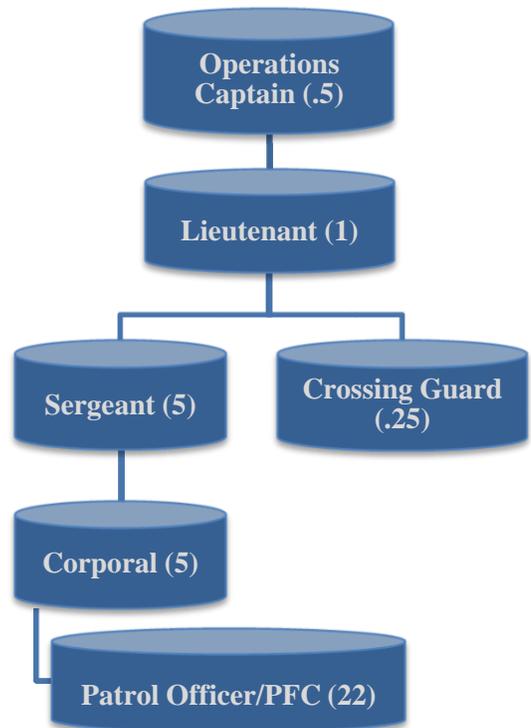
The Patrol Lieutenant manages the administrative functions of the division and reports to the Operations Captain. The lieutenant’s duties include field operations, report review, staffing, special events, the police vehicle fleet and the squad supervisors. There are five squads working rotating shifts 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. We will have one Sergeant and one Patrol officer retire during this budget year. The agreement is that those positions will be eliminated upon their retirement, and as a result the First Sergeant position will be eliminated.

July 1st - December 31st 2018



January 1st – June 30th 2019



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	PROJECTED FY19	
				1 ST HALF	2 ND HALF
Captain	6		.25	.5	.5
Lieutenant	5	1	1	1	1
Sergeant	4	5	6	6	5
Corporal	3	5	5	5	5
Patrol Officer	2/1	20	20	20	22
Patrol Officer- grants	2/1	3	3	3	
Communications Officer	7/8	0.375			
Crossing Guard	N/A	0.25	0.25	.25	025
TOTAL		34.625	35.5	35.75	33.75

PATROL PERFORMANCE MEASURES	FY17	FY18 (PROJECTED)	FY19 (PROJECTED)
Number of downtown foot and bicycle patrols	1,189	758	900
Reduce crime in downtown business district (percentage)	N/A	Minus 20%	Minus 5%
Community meetings attended by neighborhood beat officers	N/A	160	130
Directed traffic enforcement conducted based upon crash data	50	100	100
Number of crime analysis maps prepared for directed enforcement	6	6	12

Patrol Accomplishments FY18

- Improved police vehicle equipment for officer safety;
- Increased number of proactive patrols to effectively identify crime by rearranging patrol officers to have an additional man on each squad and a flex team;
- 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 FY19

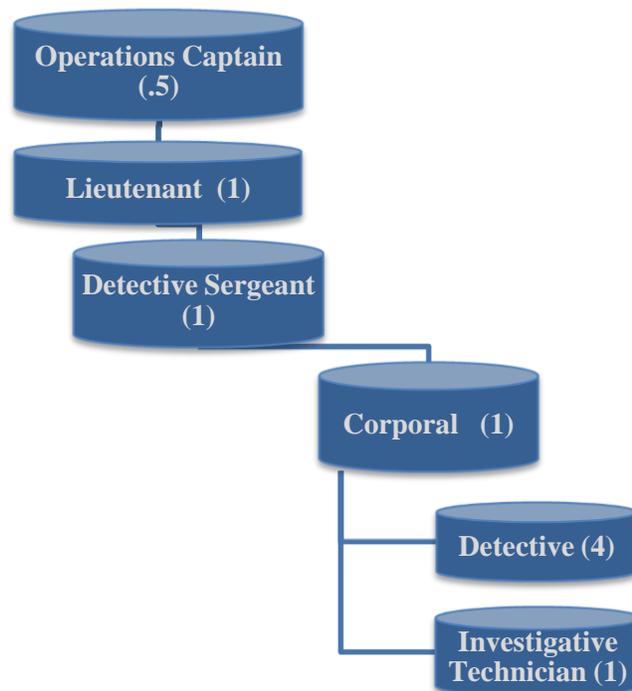
- Reduce crimes of opportunity through saturation patrols and police omnipresence through added foot and bike patrols;
- Build a relationship with residents and identify quality of life issues through the Neighborhood Watch Program;
- Improve pedestrian and vehicle safety through crash analysis and directed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

PATROL BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 1,861,454	\$ 1,829,586	\$ 1,801,724	\$ 1,799,346	0%
Benefits	1,151,024	1,151,722	1,151,722	1,173,784	1%
Total personnel expenses	3,012,478	2,981,305	2,953,446	2,973,130	0%
Total operating expenses	348,900	327,717	344,975	334,367	(3%)
Total debt service					
Total capital expenses	125,180	80,000	93,536	40,000	(57%)
TOTAL PATROL OPERATIONS	\$ 3,486,558	\$ 3,389,022	\$ 3,391,957	\$ 3,347,497	(2%)

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 County Teen and Veteran's Court. This program has been proven to be effective with reducing recidivism of first time juvenile and veteran 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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Captain	6			.5
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
TOTAL		8	8	8.5

SPECIAL OPERATIONS PERFORMANCE MEASURES	FY17 (ACTUAL)	FY18 (ESTIMATED)	FY19 (PROJECTED)
Case closure rate	70%	72%	70%
High warrant approval rate	80%	100%	90%
Number Safe Streets operations targeting narcotics, prostitution and gangs	6	20	12
Continue polygraph examiner program	100%	100%	100%
Number of active narcotics investigations			500
Operation and patrols of the Departments Flex Team			360
Joint Operations and Investigations with Allied Agencies	N/A	N/A	25

Special Operations Accomplishments FY18

- Achieved clearance rate of about 76% for violent crime;
- Increased investigative quality by working closely with the State's Attorney;
- Conducted background investigations on 35 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 18 search warrants;
- Maintained the operations of our Polygraph Unit;
- Improved evidence analysis and control with the civilian evidence technician;
- Secured Safe Streets funding for the fiscal year.

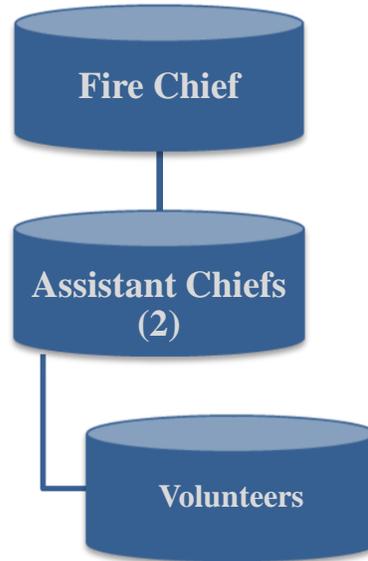
Special Operations Goals FY19

- Keep the case closure rate above the National Average of 24%;
- Expand specialized training hours for our investigators to become more proficient in their investigations including homicide, sexual assault, and child abuse training;
- 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 by continually monitoring and updating the information and the evidence;
- Coordinate with regional agencies and secure Safe Streets grant funding for FY19;
- Reduce juvenile recidivism through the Dorchester County Teen Court program.

SPECIAL OPERATIONS BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 430,578	\$ 437,310	\$ 437,310	\$ 483,689	10%
Benefits	240,781	257,880	257,880	228,964	(13%)
Total personnel expenses	671,359	698,190	698,190	712,653	(2%)
Total operating expenses	2,200	2,200	2,200	5,000	(56%)
Total debt service					
Total capital expenses					
TOTAL SPECIAL OPERATIONS	\$ 673,559	\$ 697,390	\$ 697,390	\$ 717,653	(3%)

Rescue Fire Company

Rescue Fire Company is a 100% Volunteer Fire Department that was established in 1882 and consists of 51 active members protecting a 1st due area of over 40 square miles with a population of approximately 14,000 persons.



RESCUE FIRE COMPANY PERFORMANCE MEASURES	FY16 (ACTUAL)	FY17 (ACTUAL)	FY18 (PROJECTED)	FY19 (ESTIMATED)
Total responses by year	852	917	995	1,050
Reported Structural Fires	86	107	90	100
Training Classes Attended	411	536	380	450
Residential Smoke Detector Program sites	57	60	68	60
Total Staff Hours	17,756	25,339	24,000	25,000

Rescue Fire Company Accomplishments FY18

- Placed Tablets in all fire apparatus for use with Active 911 and other applications;
- Implemented Active 911 system to be able to better our responses by keeping accurate; information on hydrants, building safety information and pre-plans;
- Provided savings in training program by receiving scholarships;
- Applied for a grant to help replace the Tower Truck.

Rescue Fire Company Goals FY19

- Continue to improve on recruitment and retention of active membership;
- Receive AFG grant, finalize funding and enter contract to replace Tower Truck;
- Work with County 911 center to integrate the new CAD system with our Active 911 system;
- Begin working on a plan to replace the Rescue Truck.

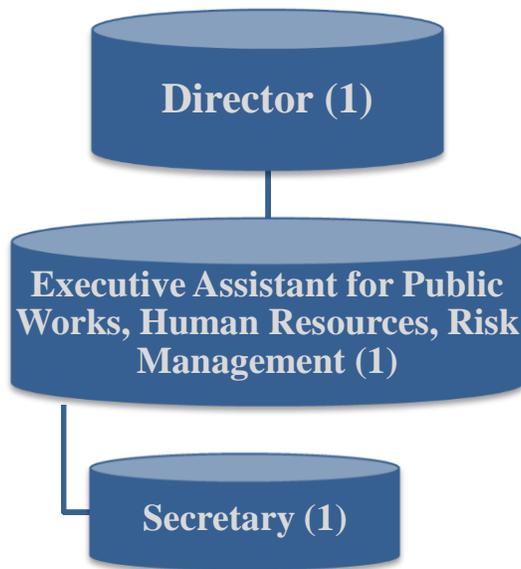
RESCUE FIRE COMPANY BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries					
Benefits	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	0%
Total personnel expenses	60,000	60,000	60,000	60,000	0%
Total operating expenses	194,510	191,556	191,556	191,556	0%
Total debt service	368,981	368,983	368,983	368,983	0%
Total capital expenses					
TOTAL RESCUE FIRE COMPANY OPERATIONS	\$ 623,491	\$ 620,539	\$ 620,539	\$ 620,539	0%

Public Works – Organizational Chart



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). Public Works Administration oversees code enforcement, engineering, planning and zoning, business development, the City Marina, and Sewer. Provides financial budget management for all divisions of the department; i.e. processing of accounts payables, payroll, grants, procurement, and personnel management for all DPW divisions; i.e. hiring, terminations, time management, training. Included in this budget is a new title for the Executive Assistant for Business Services to Executive Assistant for Public Works, Human Resources, Risk Management



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Director	17	1	1	1
Executive Assistant for Public Works, Human Resources, Risk Management	11			1
Executive Assistant for Business Program	11	1	1	
Secretary I	5	1	1	1
TOTAL		3	3	3

PUBLIC WORKS ADMINISTRATION PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 (ACTUAL)	FY18 (PROJECTED)	FY19 (PROJECTED)
Manage Department Budget (Salaries & Operating)	\$ 10,025,383	\$ 7,126,568	\$ 10,760,960	\$ 8,635,955
Management of Employees	51.5		50.5	44.5
Asst. Health Insurance (census)	146		137	117
Risk Management (Workers Comp City Wide)	118	107	107	104
Manage Property/Liability Insurance (Insured Assets)	80.5 MM	80.9 MM	80.9 MM	80.9 MM

Public Works Administration Accomplishments FY18

- 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), Long Wharf projects, Cannery Park Stream Restoration Project, Phillips Packing Plant & Rails to Trails;
- Coordinated the privatization of residential refuse collection with Chesapeake Waste Industries;
- Coordinated with Dorchester County in getting properties in tax sale back on the tax rolls, which were sold in FY17/18;
- Completed the volunteer recycling transfer station in partnership with Dorchester County;
- Met with civic organizations to develop plans for beautification efforts at Long Wharf, downtown & Cannery Way;
- Coordinated with Salisbury University students in completing the Blight study in the 1st, 2nd, 4th and 5th Wards;
- Coordinated with Salisbury University implementing a new curriculum planning with GIS, using the City's Blight study;
- Assisted in planning & implementing neighborhood redevelopment project;
- Assisted Mayor in process to recruit a new City Manager.

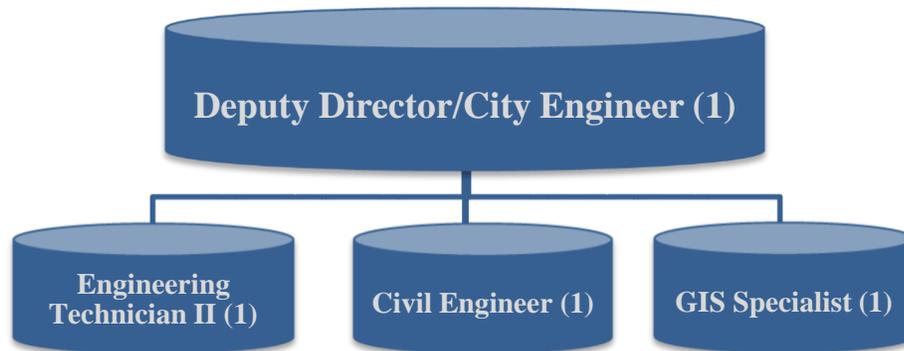
Public Works Administration Goals FY19

- Ensure DPW announcements and outreach regarding ongoing and upcoming projects, streets, infrastructure, snow removal, etc.;
- Meet with merchants in the 300 block of High St. to develop a traffic/parking plan during the renovation project;
- Ensure oversight of projects and construction to ensure quality execution, fiscally prudent decision making, timely and successful completion; High St. renovations, Bayly Road sidewalks, Greenwood Ave. drainage, Peachblossom Branch Stream Restoration;
- Invest in staff through training and continuous process improvements;
- Continue with our leadership and core functions to the operating divisions;
- Continue to coordinate with Dorchester County to accelerate the process in getting tax sale properties sold to qualified owners, and back generating property taxes;
- Assist with implementing neighborhood redevelopment project.

PUBLIC WORKS ADMINISTRATION BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 167,056	\$ 171,141	\$ 171,141	\$ 179,452	1%
Benefits	42,388	58,164	58,164	62,114	7%
Total personnel expenses	209,444	229,305	229,305	241,566	5%
Total operating expenses	160,685	170,176	170,176	170,641	0%
Total debt service					
Total capital expenses					
TOTAL PUBLIC WORKS ADMINISTRATION OPERATIONS	\$ 370,129	\$ 399,481	\$ 399,481	\$ 412,207	3%

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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Deputy Director/City Engineer	16	1	1	1
Civil Engineer	15	1	1	1
GIS Specialist	12	1	1	1
Engineering Technician II	9	1	1	1
Total		4	4	4

Engineering Performance Measures	FY17 (ESTIMATED)	FY17 (ACTUAL)	FY18 (PROJECTED)	FY19 (PROJECTED)
Cannery Park Stream Restoration design inspection (million dollars)		1.8	1.8	
300 Block of High Street Reconstruction				800,000
Housing Authority Drainage Improvements			275,000	275,000
Sailwinds Bulkhead construction, consultation, inspection (million dollars)	6.5	6.5	5.2	
Bayly Road Sidewalk Improvements				240,000
Development Plans Reviewed/ Approved	10	8	6	6
Grading Plans Reviewed/ Approved	3	3	3	4
Percentage of projects on time and on budget	-	-	-	90%

Engineering Accomplishments FY18

- Worked with Biohabitats to complete the final design for the Cannery Park stream restoration project and provided oversight of the construction phase;
- Provided construction management for the Sailwinds Wharf reconstruction project;
- Worked with the Planning Dept. and Fairchild Properties on plans for the Cambridge Marketplace redevelopment project;
- Provided construction management for the Oak Hill sewer project;
- Coordinated daily operation and maintenance of WWTP with MES;
- Worked with various agencies in energy conservation installing LED lights and expanding the rooftop solar system at the Public Safety Building;
- Issued an RFP and worked with consultant IMS Infrastructure Management Services to complete a Pavement Management Study of all City street;
- Prepared bid documents for the Marina Bathhouse Renovations and provided construction management.

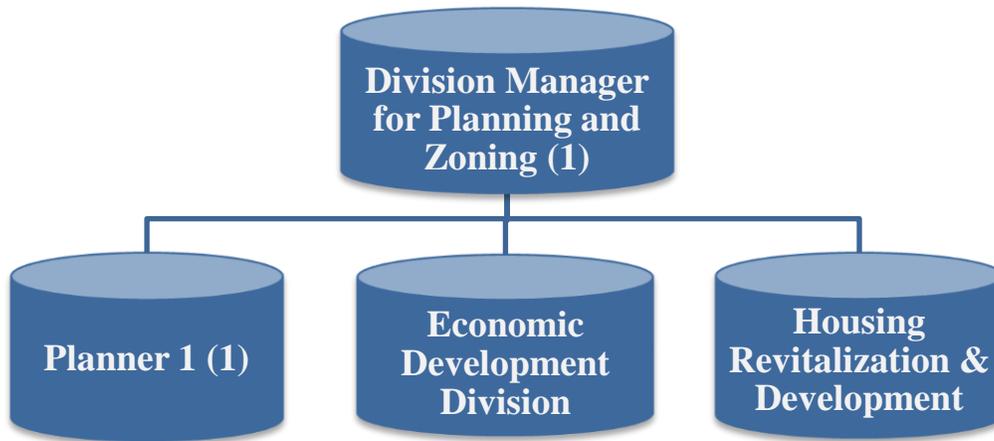
Engineering Goals FY19

- Prepare final plans and bid documents, award contract, and provide construction management and inspection for the Reconstruction of the 300-block of High Street;
- Work with Maryland Environmental Service to complete upgrades to the Woods Road sewage pumping station in preparation of Protenergy expansion and Cambridge Marketplace development;
- Prepare final plans and bid documents, award contract, and provide construction management and inspection for the Bayly Road sidewalk project;
- Work with consultant to complete design plans for the Peachblossom Branch stream restoration.

ENGINEERING BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 246,176	\$ 250,627	\$ 250,627	\$ 254,434	2%
Benefits	70,928	94,711	94,711	98,515	4%
Total personnel expenses	317,104	345,338	345,338	352,949	2%
Total operating expenses			29,939		(100%)
Total debt service					
Total capital expenses					
TOTAL ENGINEERING OPERATIONS	\$ 317,104	\$ 345,338	\$ 375,278	\$ 352,949	(6%)

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. Reflected in this budget is a retitling of City Planner to Division Manager Planning and Zoning.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Division Manager for Planning and Zoning	16			1
City Planner	16	1	1	
Planner I	13			1
Planning & Zoning Assistant	8	1	1	
TOTAL		2	2	2

PLANNING AND ZONING PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (PROJECTED)	FY19 (PROJECTED)
HPC Community Seminars	3	0	3	1
HPC Applications	33	36	55	50
HPC Applications Administrative Approved	20	25	53	46
Text Amendments to UDC	25	20	13	10
Monthly P&Z and HPC meetings	13	15	18	15
Site Plan Review Applications	21	21	22	25
Building Permit Application Review(s)	103	125	71	100
HPC Building Permit Application Reviews	23	18	62	50

Planning and Zoning Accomplishments FY18

- Phillips Packing House/Cannery Park – Staff, Dorchester County, Eastern Shore Land Conservancy and Cross Street Partners have collaborated on efforts for the implementation and design for Rails to Trails from Washington Street and Cedar Streets and the development of a conceptual design for Cannery Park. A design charrette was held in January and a final preferred design will be presented to the community and City council in the coming weeks;
- Cambridge Market Place – Staff has reviewed the building plans for Cambridge Market Place. The developer has begun Phase one which includes the new facade improvements and the new entry on Rte. 50. The developer is starting Phase 2 with the construction of Taco Bell and Starbucks;
- Working Waterfront Implementation document has been completed and submitted to Council.
- The City was awarded a \$1.2 million-dollar grant for neighborhood redevelopment for the Pine Street area. Staff is currently preparing an RFP to a housing specialist to assist the City with this process;
- The City was awarded \$25,000 which was matched by the City for a consultant to perform a strategic plan for the City’s needs within the Pine Street area and to develop a housing program for a specific site;
- Applied for \$580,000 grant from Project Open Space, Community Parks and Playgrounds grant program for the first phase for implementation of the design for Cannery Park;
- The City is in the process of developing design guidelines for the Historic District that will be presented to Council later this year.

Planning and Zoning Goals FY19

- Complete the redevelopment, rehab of dwellings in the Pine Street area in conjunction with Habitat for Humanity Choptank;
- Develop way finding/branding program for the various areas of the City;
- Prepare implementation plan for the Pine Street area pursuant to the findings of the strategic plan for the area;
- Continue to research and secure funding for design/construction for Cannery Park, and Rails to Trails program;
- 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 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;
- Create design & maintenance guidelines for the Rte. 50 corridor.

PLANNING AND ZONING BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 106,964	\$ 109,245	\$ 128,245	\$ 145,726	14%
Benefits	33,253	43,269	43,269	51,999	20%
Total personnel expenses	140,217	152,514	171,514	197,725	15%
Total operating expenses	19,300	21,100	15,000	21,600	44%
Total debt service					
Total capital expenses					
TOTAL PLANNING AND ZONING OPERATIONS	\$ 159,517	\$ 173,614	\$ 186,514	\$ 219,325	18%

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, Senior Resident Tax Credit Downtown Development District Tax Credit and Vacant/Underutilized Building Tax Credit incentives as part of the Strategic Plan. Other projects/ duties that are managed by staff include Grants Administration, Marketing, Arts & Entertainment District Administrator, and the Facade Improvement Program. The Economic Development division oversees the Special Event division and administrators the City’s annual fireworks displays as well as at two free Family Movie Nights.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Economic Development Director	15	1		
Associate Economic Development Director	11	1	1	1
Administrative Assistant	99	0.5	0.5	0.5
TOTAL		2.5	1.5	1.5

***Note: The Economic Development Director position was eliminated mid FY18**

ECONOMIC DEVELOPMENT PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (PROJECTED)	FY19 (PROJECTED)
New Business Contacts			16	12
Number of New Businesses			10	10
Façade Improvement Grant	\$50,000	\$50,000	\$50,000	\$50,000
Number of Outdoor/Indoor Events	0	1	6	3
Existing Business Contacts		65%	195	200
Grants Applications	11	8	11	10

Economic Development Accomplishments FY18

- Worked with existing and new businesses to promote economic development within Cambridge;
- Worked with business owners to encourage and facilitate the relocation and/or expansion of existing businesses within Cambridge;
- Began Committee rebuilding process with new members of the Arts & Entertainment District and completed a working proof of concept for a driving tour of public art throughout the city using GIS mapping products;
- Developed a stronger partnership between Dorchester County Economic Development & Tourism Departments, as well as other Economic Development Resource partners at Downtown Cambridge (formerly Cambridge Main Street), the Dorchester Chamber of Commerce and Maryland Small Business Development Corporation (SBDC);
- Administered the social media & website redesign committee, which launched the new city website, intra-departmental training efforts, oversaw information dissemination throughout divisions and drafted a proposed Social Media Policy for review;
- Created and disseminated public information regarding city services, city promotional efforts and was assigned as the city's public information outlet in conjunction with the Dorchester County Emergency Operations Center;
- Represented the City of Cambridge, along with Engineering staff, at the ESRI Public Sector Conference in Philadelphia, where it presented a 20-minute presentation about the award-winning GIS data-collection effort created here. A similar presentation was given at the Mid-Shore Regional Council Quarterly meeting;
- Worked to successfully have a simple, preliminary Woods Road infrastructure project added to the Mid-Shore Regional Council's Comprehensive Economic Development Strategy, which provides access to federally-funded EDA grants;
- Completed and implemented an annual marketing strategy for the Cambridge Municipal Yacht Basin, as well as the city. The department did all creative and design work in-house, eliminating the expense of a graphic designer;
- Organized and held two Family Movie Nights at amphitheater, which required rescheduling due to rain. The department also facilitated the agreement for the city's annual Fourth of July celebration, and helped coordinate and market another Halloween fireworks celebration for Cambridge Marketplace.

Economic Development Goals FY19

- Continue our efforts in developing relationships with new & existing entrepreneurs including the development of food and farming exchange as outlined in the Economic Development Strategic Plan;
- 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 as well as explore the development of an accurate GIS application as the basis for an Industrial Property marketing strategy, as outlined in the Economic Development Strategic Plan;
- Communicate with potential developers for occupancy of vacant structures;
- Administer the City's ongoing Facade Improvement Program Senior Tax Credit and Vacant/Underutilized Building Tax Incentive;
- Organize & administer two family-oriented community events & the annual firework celebration.

ECONOMIC DEVELOPMENT BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 129,611	\$ 70,651	\$ 70,651	\$ 70,354	0%
Benefits	41,004	36,470	36,470	29,845	(18%)
Total personnel expenses	170,615	107,121	107,121	100,199	(6%)
Total operating expenses	41,100	29,550	89,550	28,800	(68%)
Total debt service					
Total capital expenses					
TOTAL ECONOMIC DEVELOPMENT OPERATIONS	\$ 211,715	\$ 136,671	\$ 196,671	\$ 128,999	(34%)

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 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.

SPECIAL EVENTS BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 18,000	\$ 82,100	\$ 82,100	\$ 70,100	(55%)
Benefits		7,300	7,300	7,800	7%
Total personnel expenses	18,000	89,400	89,400	77,900	(50%)
Total operating expenses	45,000	45,000	45,000	45,000	0%
Total debt service					
Total capital expenses					
TOTAL SPECIAL EVENTS OPERATIONS	\$ 63,000	\$ 134,000	\$ 134,000	\$ 122,900	(33%)

Housing Revitalization and Development

The Housing Revitalization Division is established to plan and implement housing and community development projects. The focus of the FY 2019 program is the Pine Street Area Housing Revitalization project in partnership with Habitat for Humanity Choptank and involves new houses for low and moderate-income home owners and low-income owner-occupied housing rehabilitation. It will also support additional housing and community development planning and projects in the Pine Street area. This program is funded with Maryland Housing and Community Development grant funding. The Housing Specialist position is currently funded for two years.

Housing Revitalization and Development Goal

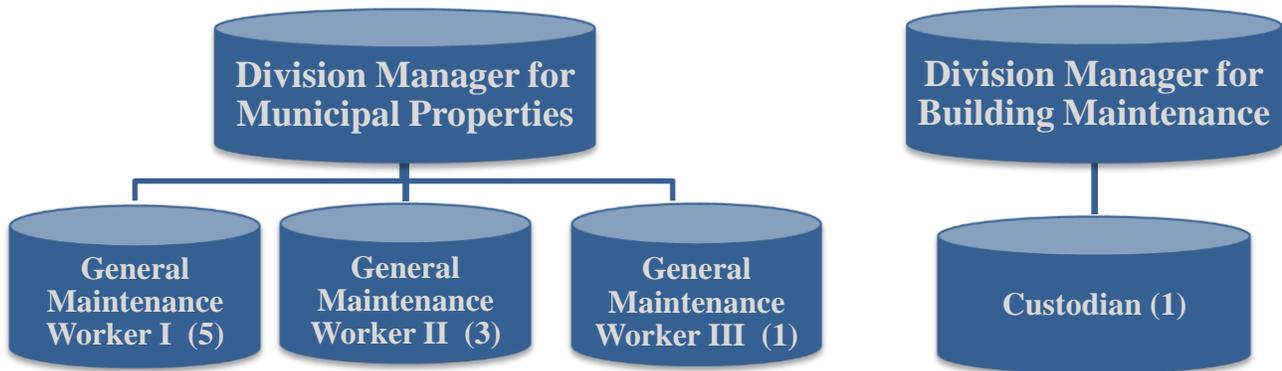
- Meet CDBG grant requirements for housing revitalization.



HOUSING REVITALIZATION AND DEVELOPMENT BUDGET	FY17 BUDGET	FY18 BUDGET	FY19 BUDGET	FY 18/19 % CHANGE
Salaries	N/A		\$ 50,065	100%
Benefits			20,330	100%
Total personnel expenses			70,395	100%
Total operating expenses			678,354	100%
Total debt service				
Total capital expenses				
TOTAL HOUSING REVITALIZATION AND OPERATIONS			\$ 748,749	100%

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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Division Manager for Municipal Properties	10			1
Division Manager for Building Maintenance	14			1
Asst. Superintendent MPM	10	1	1	
Asst. Superintendent PSB	14	1	1	
General Maintenance Worker III	7	1	1	1
General Maintenance Worker II	6	1	2	1
General Maintenance Worker I	5	6	5	7
Custodian	4	2	1	1
TOTAL		12	11	12

MUNICIPAL PROPERTIES PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (PROJECTED)	FY19 (PROJECTED)
LED Lights Marina			35	15
Installed Finger Scanners at PSB	11	12	6	6
Installed Brick Style Cross Walks	0		1	1
Security Cameras Marina	0	5	0	3
Security Cameras Greenwood Ave/other city properties	19	18	24	34
Security Camera's PSB	6		6	6
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 owned Property Grass Cutting Services (Acres)	48.28	48.28	48.28	54.88
Abatements		278	302	310

Municipal Properties Accomplishments FY18

- Renovated the traffic light post at Race & Muir Streets;
- Installed LED lights at the Marina through a DNR grant;
- Pressured tested and had certified standpipe system at Marina floating breakwater for code compliance with State Fire Marshall’s Office;
- Completed restriping of several municipal parking lots;
- Developed a shore erosion plan for Great Marsh;
- Replaced the water line on pier “E” at the Marina;
- Obtained competitive bids for the installation of a new roof on the Marina Bathhouse;
- Completed phase two of conversion of palm readers, to finger scanners;
- Rehabbed the traffic lights at the intersections of Muse & Academy Streets i.e. rewire, replace traffic light heads, paint;
- Rehabbed training room, squad room, roll call room, and exercise area at PSB. (repaired damaged areas, and painted entire spaces;
- Assisted IT division with installing security cameras in City Council Chambers, and CPD Pine St. substation.

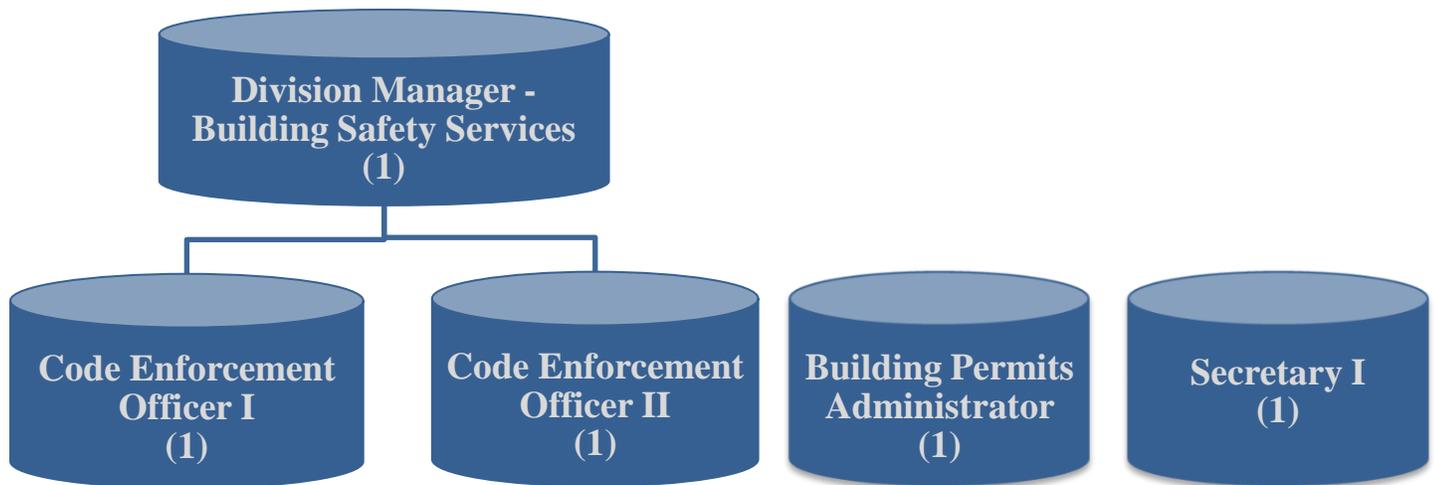
Municipal Properties Goals FY19

- Upgrade the traffic light at Glasgow/High St. intersection (new wiring and solid mount light heads);
- Replace thermoplastic marking at deteriorated intersections (white);
- Start erosion control measures at Great Marsh shoreline (install Geotech fabric and cover in #2 stone);
- Continue with LED dock lighting at marina;
- Assist Dockmaster with decking board replacement, installation of LED lights at Marina, installing new water line;
- Work with civic organizations (Rotary, Garden Club) to beautify monuments at Long Wharf;
- Complete phase three of conversion of palm readers, to finger scanners;
- Replace software for building control system (controls all HVAC & Geothermal system for the entire facility);
- Continue with rehabbing rooms at the PSB; i.e. upstairs lobby, EMS crew room, & washbay area;
- Reseal the exterior of the public safety building where concrete and brick join;
- Old City Hall – replace failing section of Roof.

MUNICIPAL PROPERTIES BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 370,043	\$ 396,022	\$ 395,680	\$ 427,598	1%
Benefits	152,948	125,444	125,444	208,114	66%
Total personnel expenses	522,991	521,466	521,124	635,712	22%
Total operating expenses	577,715	579,565	580,065	520,965	(10%)
Total debt service	467,444	617,444	617,444	617,444	0%
Total capital expenses	65,276	5,000	4,389,500	999,500	(77%)
TOTAL MUNICIPAL PROPERTIES OPERATIONS	\$ 1,633,426	\$ 1,723,475	\$ 6,108,133	\$ 2,773,621	(55%)

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. A Code Enforcement management audit was performed in the Spring of 2018 and as a result, the MDIA contract services for code enforcement have been eliminated and a Division Manager of Building Safety Services and a Code Enforcement officer have been added to the department. All building plan reviews and inspections are provided by MDIA as contracted services.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Division Manager – Building Safety Services	11			1
Code Enforcement Officer II	9	1	1	1
Code Enforcement Officer I	7			1*
Building Permits Administrator	8	1	1	1
Secretary I	5	1	1	1
TOTAL		3	3	5

*Authorized for half a year

BUILDING SAFETY SERVICES PERFORMANCE MEASURES	2017 CALENDAR YR. PROJECTED	2017 CALENDAR YR. ACTUAL	2018 CALENDAR YR. PROJECTED	2019 CALENDAR YR. PROJECTED
Violation Notices Sent	2,150	1,775	2,250	1,000
Citations Issued	275	87	250	85
Property Abatements (Weed/Rubbish)	3125	306	300	300
Blighted Properties Demolitions	20	14	15	15
Abandoned Vehicles Towed	30	22	25	10
Permits Approved (Various types)	825	1,170	850	850

Building Safety Services Accomplishments FY18

- Sum of Citations issued: 2017-\$62,700;
- Abatements Billed to property owners: 2017 -\$91,009;
- Building Permit Fees Collected: 2017-\$165,804;
- Dorchester County & City of Cambridge staff combined staff efforts in demolishing one County owned property;
- Reviewed and made comments/recommendations to Dorchester County staff on potential buyers of County owned tax sale property prior to selling to new owners.

Building Safety Services Goals FY19

- Fortify our efforts to ensure that all construction meets community building and design standards through licensed professional, code enforcement and the permitting process;
- Timely inspection of properties that are in violation of building and property maintenance codes, such as, but not limited to, tall grass and weeds, junk and debris, etc., within neighborhoods through both complaint-based and proactive code inspections;
- Strengthen collaboration with Dorchester County and others in ridding blighted housing and vacant structures within the City;
- Improve Code Inspection program by implementing recommendations of 2018 Management Audit.

City of Cambridge, Maryland
FY 2019 Annual Operating Budget

BUILDING SAFETY SERVICES BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 137,686	\$ 108,430	\$ 108,430	\$ 191,402	2%
Benefits	46,345	58,003	58,003	82,430	4%
Total personnel expenses	184,031	166,433	166,433	273,832	3%
Total operating expenses	122,000	103,000	103,000	33,000	7%
Total debt service					
Total capital expenses					
TOTAL BUILDING SAFETY SERVICES OPERATIONS	\$ 306,031	\$ 269,433	\$ 269,433	\$ 306,832	4%

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 (2), leaf machine (1), mowers (4), toolcat (1), backhoes (2), wheel loaders (1), 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 FY17	AUTHORIZED FY18	AUTHORIZED FY19
Heavy Equipment Mechanic Supervisor	9	1	1	1
Heavy Equipment Mechanic	8	1		
TOTAL		2	1	1

FLEET MAINTENANCE PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (PROJECTED)	FY19 (PROJECTED)
Annual Inspection of Heavy Equipment for DOT Certifications (no. of vehicles)	15	15	15	11
Preventative Maintenance on Vehicles	152	151	148	138
Vehicle Snow Removal Preparation & Maintenance on utilized vehicles during event	5	5	5	5
Major Equipment Breakdown Repaired	26	27	28	15

Fleet Maintenance Accomplishments FY18

- 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 FY19

- 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.

FLEET MAINTENANCE BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	*FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 69,843	\$ 75,554	\$ 43,165	\$ 41,483	(4%)
Benefits	28,160	33,978	21,367	20,560	(4%)
Total personnel expenses	98,003	109,532	64,532	62,043	(4%)
Total operating expenses	7,000	5,500	5,500	4,500	(18%)
Total debt service					
Total capital expenses					
TOTAL FLEET MAINTENANCE OPERATIONS	\$ 105,003	\$ 115,032	\$ 70,032	\$ 66,543	(5%)

*Reflects conversion of sanitation services to a contract

Sanitation and Waste

Through the utilization of a private service Sanitation Division 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/white good, event, city facilities, including marina & parks, collections.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Equipment Operator/Sanitation Driver	6	2	1	1
Sanitation Collector	5	6	1	1
TOTAL		8	2	2

SANITATION AND WASTE PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (ESTIMATED)	FY19 (PROJECTED)
Solid Waste Commercial Collected (approx. tons)	6301	6395	240	240
Bulk Trash/White good collected (approx. tons)			940	940
No. Residents provided Solid Waste collection			4297	4330
Estimated number of missed/late trash cans	25	15	200	15
Special collections/cleanups	43	45	47	50

Sanitation and Waste Accomplishments FY18

- Entered into a three-year extendable contract with Chesapeake Waste Industries privatizing residential solid waste collection;
- Through privatization of solid waste collection began utilization of totes for uniformity and to minimize street trash;
- Maintained a two-person Sanitation crew providing small commercial collection, in addition to bulk/white good collection;
- Partnered with Dorchester County establishing a recycling drop off center on Leonard Lane;
- Provided quality commercial/bulk trash collection to business and the citizens of Cambridge.

Sanitation and Waste Goals FY19

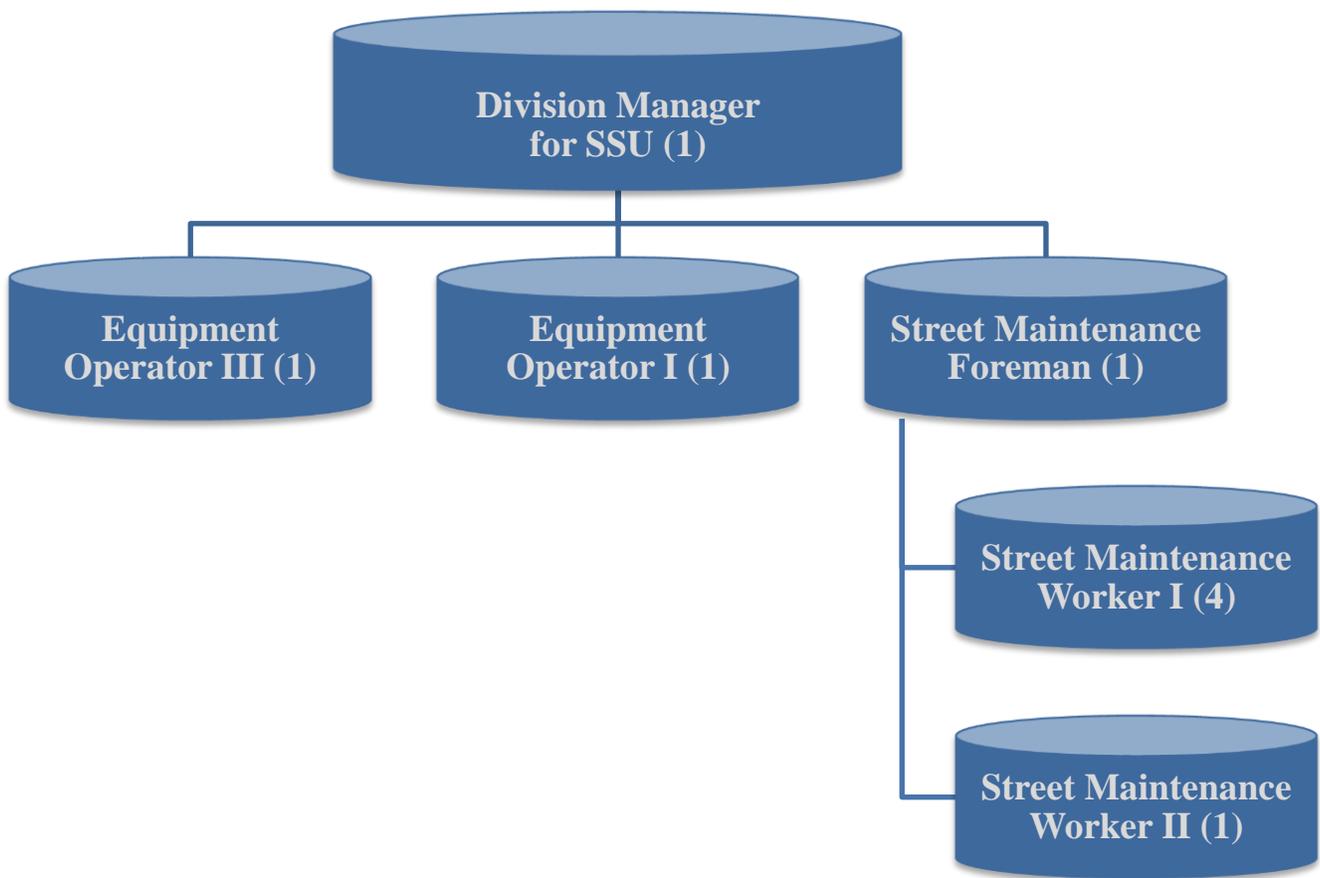
- Supervise Chesapeake Waste Industries in assuring timely and effective residential solid waste collection;
- Supervise Chesapeake Waste Industries to minimize and track the number of missed or late trash cans;
- Optimize and track cost/ton to dispose of bulk/white good, event, city facilities, including marina & parks, trash;
- Investigate and institute methods to collect bulk trash more effectively;
- Install lighting and security cameras at the recycling center on Leonard Lane.

SANITATION AND WASTE BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 217,870	\$ 232,767	\$ 68,759	\$ 69,788	2%
Benefits	104,205	107,734	45,109	48,203	7%
Total personnel expenses	322,075	340,501	113,868	117,991	4%
Total operating expenses	410,700	432,700	763,019	765,000	1%
Total debt service					
Total capital expenses		110,000			
TOTAL SANITATION AND WASTE OPERATIONS	\$ 732,775	\$ 883,201	\$ 876,887	\$ 882,991	1%

*Reflects conversion of sanitation services to a contract

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. Incorporated into this budget is the elimination of the Superintendent of Public Works and the new title of the former Assistant Superintendent to Division Manager for SSU.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Division Manager for SSU	10			1
Superintendent of Public Works	13	1	1	
Asst. Supt. PW SSU	10	1	1	
Street Maintenance Foreman	9	1	1	1
Equipment Operator III	8	1	1	1
Equipment Operator I	6	1	1	1
Street Maintenance Worker II	6	2	2	1
Street Maintenance Worker I	5	4	4	4
TOTAL		11	11	9

HIGHWAY AND STREETS PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (ESTIMATED)	FY19 (PROJECTED)
Asphalt Overlay Program (miles)	1.6	1.6		3.5
Assist with weekend events	50	51	55	55
Ditch Cleaning of over growth (feet)	500	500	500	500
Street Sweeping (miles)	525	515	550	550

Highway and Streets Accomplishments FY18

- Assisted with weekend events; i.e. putting out and emptying trash cans, making sure areas are clean, sweep, close and open streets, etc.;
- Supervised inmates when used on weekends for various projects;
- Demolished 2 blighted buildings, clean up, and grade property. Worked collectively with Dorchester County staff in completing one demolition;
- 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; assisted with parks and walking track at Great Marsh;
- Performed emergency operations; i.e. snow removal, rain/hurricane/wind events, weekend call backs;
- Responded to Citizen concerns and requests for service in a timely manner;
- Repaired deteriorated brick road surface areas in the 100 & 200 block of High St;
- Established City of Cambridge/Dorchester County recycling center on Leonard Lane;
- Paved potholes in the City.

Highway and Streets Goals FY19

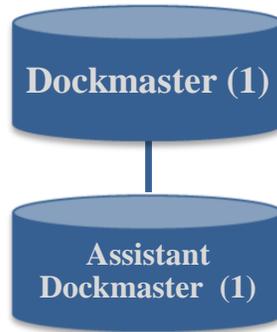
- Make repairs to deteriorated curbs in various locations;
- Repair additional deteriorated brick road surface areas in the 100 & 200 block of High St.;
- Work with Dorchester County Detention Center to utilize inmates for weekend maintenance;
- Support weekend events and larger events, i.e. Ironman, Eagleman, etc.;
- Provide high level of emergency response for snow removal and equipment failures requiring immediate attention;
- Assist & support various departments with numerous City projects scheduled for 2019; i.e. 300 block of High St. renovation project, Greenwood Ave. drainage, Bayly Road sidewalk, etc.;
- Implement recommendations of pavement study within available budget.

HIGHWAY AND STREETS BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 370,093	\$ 398,657	\$ 353,191	\$ 329,849	(6%)
Benefits	134,375	184,142	184,092	160,756	(15%)
Total personnel expenses	504,468	582,799	537,283	490,605	(10%)
Total operating expenses	154,000	165,500	170,500	161,500	(5%)
Total debt service	38,893	35,662	35,662		(100%)
Total capital expenses	250,000	604,000	1,101,061	695,000	(37%)
TOTAL HIGHWAY AND STREETS OPERATIONS	\$ 947,361	\$ 1,387,961	\$ 1,844,506	\$ 1,347,105	(27%)

*Reflects conversion of sanitation services to a contract and High Street repairs

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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Dockmaster	10	1	1	1
Assistant Dockmaster	8	1	1	1
TOTAL		2	2	2

MARINA PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (PROJECTED)	FY19 (PROJECTED)
Gas Sold (gallons)	16,391	13,831	18,000	17,000
Diesel Fuel sold (gallons)	25,356	29,780	25,000	25,000
Sewage Pump outs	77	42	100	70
Annual Slip Holders	145	140	150	154
Number of Transient Slip Rentals	345	223	347	350

Marina Accomplishments FY18

- 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;
- Completed a total renovation of the Marina Bathhouse, i.e. new roof, tile, floor, water heater, etc.;
- Recovered floors in Long Wharf Bathhouse, painted walls, installed newly painted trim;
- Completed installation of new fuel equipment to comply with Maryland Department of the Environment regulations.

Marina Accomplishments FY18 cont.

- Provided support to Chesapeake/Dor. County Chamber of Commerce boat docking competition at Long Wharf;
- Through coordination with Economic Development, increased our advertising campaign promoting the Marina, by creating a brochure inclusive of 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 FY19

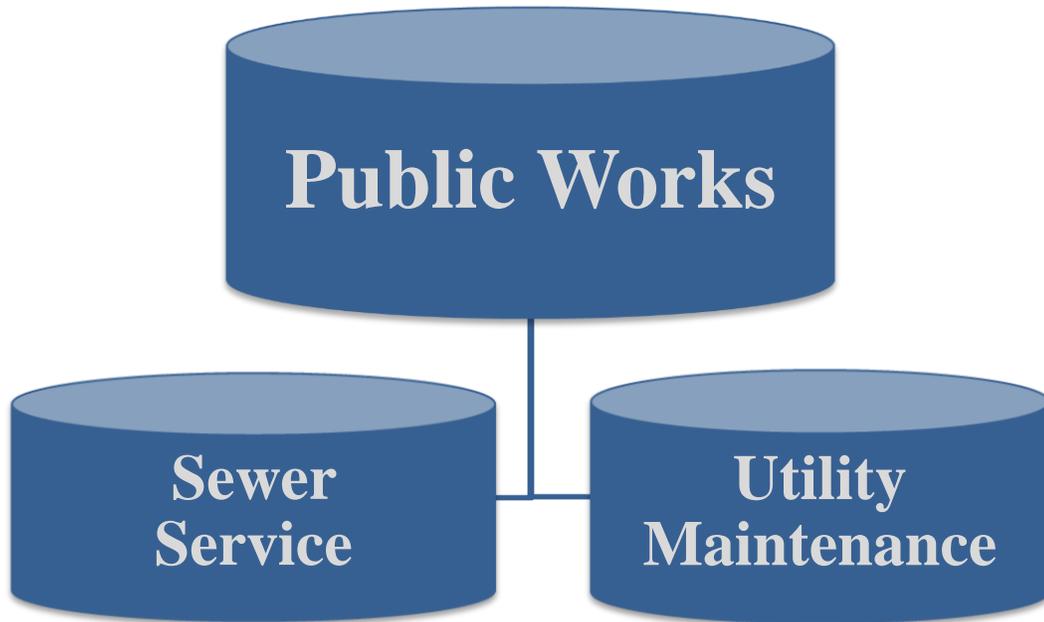
- Increase Annual Slip holders through marketing efforts working with Economic Development; i.e. provide boating public with brochure including weekend calendar of events;
- Increase activities at the Marina to attract boaters and citizens; i.e. fishing tournaments, boat docking competition & boat show;
- Working with Building Facilities staff to install LED lighting to improve security and ambience to our park;
- Install security cameras and lights at the fuel dock;
- Assist Building Facilities staff to renovate façade of Marina Bathhouse; i.e. paint facia & trim, pressure wash and seal cedar shake shingle portion of the roof and shed next to building;
- Assist Building Facilities staff in replacing bulkhead cap boards along the river side of the entrance road, where wave action has caused damages.

MARINA BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 77,070	\$ 76,670	\$ 76,670	\$ 78,259	2%
Benefits	29,152	35,233	35,233	36,508	4%
Total personnel expenses	106,222	111,903	111,903	114,767	3%
Total operating expenses	163,540	165,194	165,194	165,194	0%
Total debt service	255,000	255,000	255,000	255,000	0%
Overhead allocation	107,923	99,104	99,104	59,903	(40%)
Total capital expenses		65,000	65,000	50,000	(23%)
TOTAL MARINA OPERATIONS	\$ 632,685	\$ 696,201	\$ 696,201	\$ 644,864	(7%)

*Note: certain items have been reclassified in the prior year to conform with the FY19 Budget

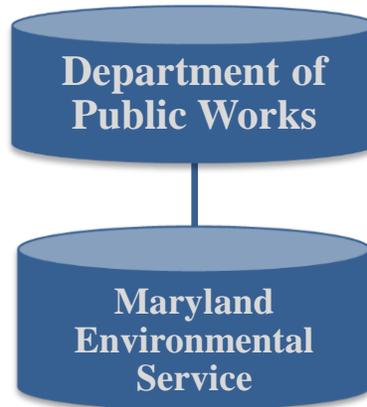
*Overhead allocation for FY17 was imputed for comparison purposes only

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.



SEWER SERVICES PERFORMANCE MEASURES	FY17 ESTIMATED	FY17 ACTUAL	FY18 (ESTIMATED)	FY19 (PROJECTED)
Millions of Gallons Per Day Operation	2.87	2.8	2.8	3.0
Renew Discharge Permit				5 Yr. Permit
Number of Discharge Violations	0	0	0	0
Industrial User Discharge Permits	5	5	6	6

Sewer Service Accomplishments FY18

- 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 FY19

- 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;
- Complete upgrades to the Woods Road sewage pumping station in preparation of Protenergy expansion and Cambridge Marketplace development.

SEWER SERVICES BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries					
Benefits					
Total personnel expenses					
Total operating expenses	\$ 2,002,070	\$ 1,996,730	\$ 1,996,730	\$ 2,009,227	1%
Total debt service	725,296	755,899	755,899	755,899	0%
Overhead allocation	1,403,003	1,396,191	1,396,191	1,396,191	0%
Total capital expenses	205,000	160,000	180,000	420,000	133%
TOTAL SEWER SERVICE OPERATIONS	\$ 4,335,369	\$ 4,308,820	\$ 4,328,820	\$ 4,581,317	6%

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.



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY17	AUTHORIZED FY18	AUTHORIZED FY19
Equipment Operator I	6	1		
Equipment Operator II	7		1	1
TOTAL		1	1	1

UTILITY MAINTENANCE PERFORMANCE MEASURES	FY17 (ESTIMATED)	FY17 ACTUAL	FY18 (ESTIMATED)	FY19 (PROJECTED)
Maintenance Repair on Sewer Lines	8	7	8	10
Maintenance Repair on Storm Drains	5	3	4	4
Sidewalk/Curb Gutter repair (linear feet)	200	175	200	200
Maintenance Sewer Lines (cleaning) (feet)	2,700	2,000	2,200	1,900

Utility Maintenance Accomplishments FY18

- 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;
- Installed new sidewalk at the Police entrance area of the Public Safety Building;

Utility Maintenance Accomplishments FY18 cont.

- 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.;
- Maintain routine maintenance on cleaning of sewer lines and storm drains in known trouble areas with Vac-Con;
- 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;
- Assist with renovation/restoration to 300 block of High St., i.e. sewer line, water line replacement.

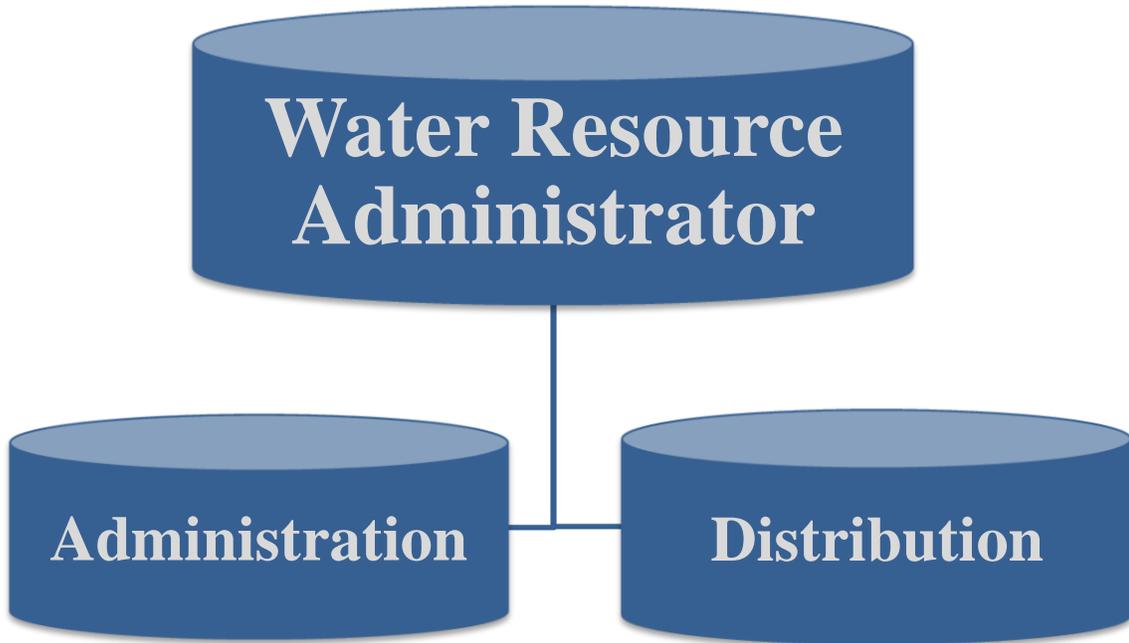
Utility Maintenance Goals FY19

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- 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;
- Assist with renovation/restoration to 300 block of High St., i.e. sewer line, water line replacement.

City of Cambridge, Maryland
FY 2019 Annual Operating Budget

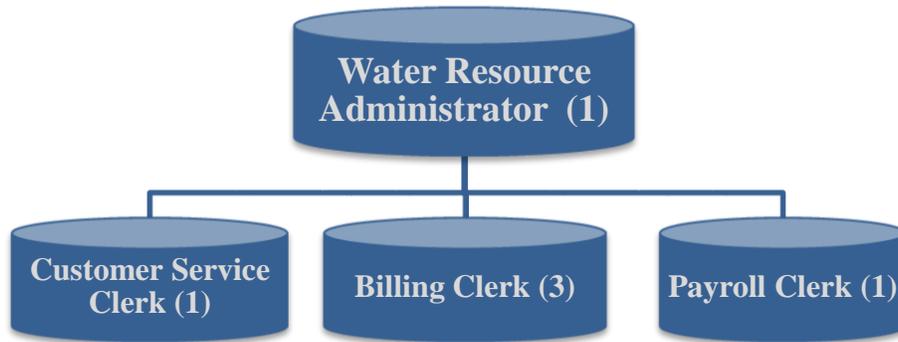
UTILITY MAINTENANCE BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 36,245	\$ 41,347	\$ 41,347	\$ 35,951	(13%)
Benefits	14,261	16,905	16,905	17,839	6%
Total personnel expenses	50,506	58,252	58,252	53,790	(8%)
Total operating expenses	108,500	104,081	104,081	97,881	(6%)
Total debt service					
Total capital expenses			196,000	45,000	(77%)
TOTAL UTILITY MAINTENANCE OPERATIONS	\$ 159,006	\$ 162,333	\$ 358,333	\$ 196,671	(45%)

Municipal Utilities Commission – Organizational Chart



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 FY17	AUTHORIZED FY18	AUTHORIZED FY19
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
Total		6	6	6

MUC ADMINISTRATION PERFORMANCE MEASURES	FY16	FY17	FY18 (PROJECTED)	FY19 (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
Number of “book water” orders	0	0	0	0

*Estimates based on current data

MUC Administration Accomplishments FY18

- Renovate Office and upgrade employee area;
- Added security for MUC office;
- Completed rental registration mailouts;
- Completed lead & copper testing for water quality;
- Hire and train new personnel for billing;
- Completed water quality report to consumers;
- Completed water audit for Md. Dept. of Environment;
- Team building training for office personnel;
- Operated within a balanced budget.

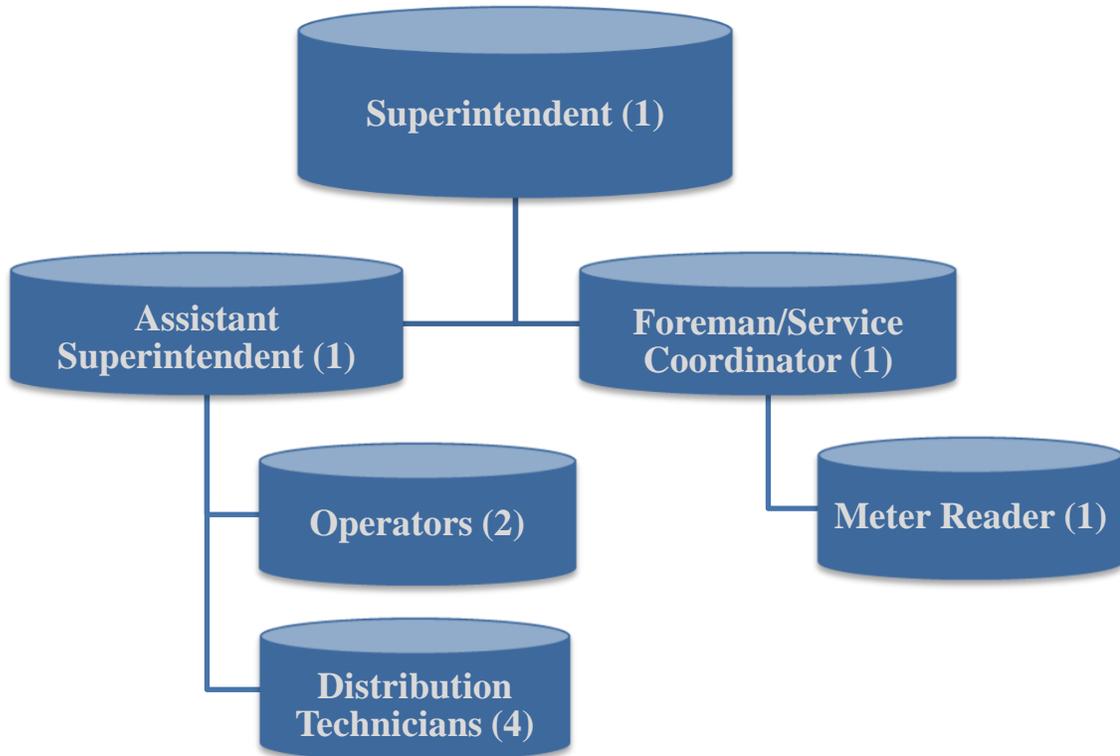
MUC Administration Goals FY19

- 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.

MUC ADMINISTRATION BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 246,062	\$ 251,649	\$ 251,649	\$ 251,148	0%
Benefits	245,000	245,000	245,000	250,000	2%
Total personnel expenses	491,062	496,649	496,649	501,148	1%
Total operating expenses	217,100	206,770	206,770	208,850	1%
Total debt service	12,050	12,050	12,050	12,050	0%
Total overhead allocation		19,735	19,735	20,000	1%
Total capital expenses					
TOTAL MUC ADMINISTRATION OPERATIONS	\$ 720,212	\$ 735,084	\$ 735,084	\$ 742,048	1%

Distribution

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



POSITION SUMMARY SCHEDULE	GRADE	AUTHORIZED FY18	AUTHORIZED FY19
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	3
Meter Reader	7	1	1
Water Distribution Technician I	6	1	1
TOTAL		10	10

MUC DISTRIBUTION PERFORMANCE MEASURES	CALENDAR YR. *2018	CALENDAR YR. *2019
Millions of gallons delivered to customers	680	680
Leaks repaired by MUC	50	30
City-wide Hydrant flushing	2	2
Percentage of successful sampling	100%	100%
Number of new services in system	10	14
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	4	3

* to be determined

MUC Distribution Accomplishments FY18

- Replaced 100 aging meters with new r900i radio read units;
- Flushed water system in fall and spring;
- Installed new larger main on Dobson St;
- Filled vacancy for Water Distribution Technician;
- Washed out and inspected tanks at Nathans Ave and Stone Boundary;
- Completed Grant work for Maryland Department of the Environment Grant;
- Installed new main on Skinners Ct.;
- Installed new main on Charles St.;
- Continue to add data of water infrastructure to the GIS server;
- Completed lead & copper testing.

MUC Distribution Goals FY19

- Continue to expand valve maintenance program;
- Continue to complete all tie-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;
- Replace services in 300 block of High St;
- Install 25% satellite reading system;
- Upgrade wells and pumps per MDE Grant;
- Replace aging hydrant with heritage variety.

MUC DISTRIBUTION BUDGET	FY17 BUDGET	FY18 ADOPTED BUDGET	FY18 AMENDED BUDGET	FY19 BUDGET	FY18/19 % CHANGE
Salaries	\$ 374,642	\$ 390,540	\$ 390,540	\$ 404,960	4%
Benefits	28,000	28,000	28,000	30,000	7%
Total personnel expenses	402,642	418,540	418,540	434,960	4%
Total operating expenses	686,650	677,050	677,050	724,850	7%
Total debt service					
Total capital expenses	158,100	100,000	202,000	577,200	186%
TOTAL MUC DISTRIBUTION OPERATIONS	\$ 1,247,392	\$ 1,195,590	\$ 1,297,590	\$ 1,737,010	34%

Appendix A – Revenue Book



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 assessed based on a FY2018/FY2019 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 \$724,500,887, resulting in a revenue expectation of \$5,925,693 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 FY2019. In FY2019, 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 \$87,000 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 FY2019 is \$113,011. 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 FY2018 and the grant is in the State budget for FY2019. Expected revenue for FY2019 is \$423,864.

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

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		\$ 50.00	1-day license
*50% discount for those that pay a state Peddler's Fee equal to or greater than our fee**		\$ 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 *pro-rated per 1,000-gallon tank		\$ 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 st 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 &/or Electronic 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

Public Works Specific Fees

Application Submission		\$	100.00	
Home Builders Guaranty Fund (Residential)		\$	50.00	
Impact Fees (Per Unit or EDU)	Suspended thru April 2019			
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	
	Commercial	\$	50.00	then \$.10 per Sq. Ft.
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	then \$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	then \$1.00 per lineal ft.
Fences	Minimum (Less than 100 lineal ft.)	\$	50.00	then \$0.50 per lineal ft.
PIPING				
Under Slab, Rough-In & Final Inspection (Waste & Water)	Up to 5 fixtures	\$	100.00	then \$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".)

City of Cambridge, Maryland
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 Appendix A – Revenue Book

PLUMBING				
Up to 5 Fixtures		\$	50.00	then \$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	then \$60. each additional unit
HVAC (MECHANICAL)				
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	then Add \$10 per \$1,000 over 10k
Solar Power System(s)				
Residential		\$	50.00	
Commercial	Minimum	\$	50.00	
	Roof Mounted		Minimum	+ \$.11 per sq. ft. outside Boundary
	Ground Mounted		Minimum	+ \$.01 per sq. ft. outside Boundary
Failed Building Inspections	1st Failure	\$	100.00	then \$200.00 ea. additional
City Code Violations (City Code 4-12A)	1 st Offense	\$	500.00	per Citation
	2 nd & Habitual Offender	\$	1,000.00	
Property Maintenance Violations	Abatements, grass cutting & other services		Hourly Rate + \$150 Admin Fee	per Offense
Tenant Clean Out			Cost of labor plus tipping fees	
Registrations				
HVAC (Mechanical)	Single Registration	\$	30.00	2 or more \$25 each
Plumbers			30.00	
Electrician			\$ 30.00	
Pods/Temporary Storage Trailers				
Single Family Residential	1st Month	\$	25.00	then \$20 per month (\$125 Max)
Commercial		\$	50.00	Flat per month (\$300 Max)
****6-month Maximum****				
**If temporary structure is 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.				

City of Cambridge, Maryland
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 Appendix A – Revenue Book

Street Opening Permit	Asphalt / Millings	\$ 2.00	plus	\$7.70 per sq. ft.
	Brick Street		plus	\$35 per sq. ft.
Grading Permit		\$ 200.00	plus	\$200 per sheet**
Annexation of Property Application		\$ 5,000.00		
Amendment of Zoning Text		\$ 200.00		
Major Subdivision Review		\$ 500.00	plus	\$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*		
APPEALS				
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 Information

- ✚ Slips are billed for the period of January 1st through December 31st of each calendar year.
- ✚ Contractual agreements have two options to secure a slip for one full year, at the Marina; Pre-payment in full by invoice due date or two equal installments. The first six (6) month payment is due by January 31st. The second six (6) month payment is due by May 31st of each year.
- ✚ Any slip holder who resides in the City limits and their Cambridge home is their primary residence can receive a 10% discount on slip rental only.
- ✚ Any slip holder who resides in Dorchester County and provides a copy of their Tidewater Fishing License (TFL) can receive a 20% discount from slip rental 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.

Annual Rates Table

Slip Size	Fees
35 FT. Thirty-Five Foot	\$ 1,224
40 FT. Forty Foot	1,938
50-FT. Fifty Foot	2,550
60-FT. Sixty Foot	\$ 3,366

Payment Plans & Late Fees:

- **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 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 result in the immediate forfeiture of any rights which may have been granted by a lease of the slip, and an immediate forfeiture and relinquishment of the individual (slip holder) to retain the use of the slip, and shall permit the City to 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.

- **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

- **Penalties & Late Fees:** 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.

Transient Rates

Daily	\$ 1.50 per ft. per day		
Weekly	\$ 6.00 per ft.	plus	\$25 for 30 Amp or \$50 for 50 Amp Electric Service
Monthly	35-FT	\$ 205	plus \$25 for 30 Amp or \$50 for 50 Amp Electric Service
	40-FT	325	
	50-FT	425	
	60-FT	\$ 560	
Cruise Ships	\$ 2.00 per ft. per day		
Licensed Waterman (TFL is Required) SCHEDULE(S) BELOW			
(A-Pier)	\$ 50 Per Month	OR	\$ 600 Per Year
B THRU H Piers	\$ 100 Per Month	OR	\$ 1,200 Per Year
If located in Waterman's Row (A-Pier) OR one sixth (1/6 th) of Annual lease fee minus a twenty percent (20%) discount. Electric is billed on a quarterly basis at the prevailing rate			

Municipal Utilities Commission Fees

General Information

The Municipal Utilities Commission rate tariff shall apply to all accounts within the corporate limits of the City of Cambridge, regardless of whether the account is residential, commercial, industrial or municipal. Accounts outside of the corporate limits are charged 200% of the within City rates and charges. All accounts shall be billed monthly, using monthly meter readings.

The following regulations are for all meter sizes servicing more than one (1) residential living unit:

- 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 home 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.

Minimum Charge per Month by Meter Size

Meter Size	Amount
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

Minimum Charge per Month by Quantity

Quantity	Amount per 1,000 gallons
For the first 13,000 gallons	2.10
For the next 17,000 gallons	2.00
For the next 70,000 gallons	1.82
For the next 200,000 gallons	1.72
For the next 2,700,000 gallons	1.49
For all over 3,000,000 gallons	0.86 (Manufacturing only)

Fire Line Service

Meter Size	Annual Amount
Less than 2 inches	\$40.00
2 inches	\$80.00
4 inches	\$120.00
6 inches	\$120.00
8 inches	\$180.00
10 inches	\$240.00

Connection/Disconnection Charges

Charge	Amount
Disconnection for permanent cessation of services	No charge
Activation after disconnection for delinquency	\$50.00
Disconnection after normal business hours	\$100.00
Connection/Disconnection for customer's convenience	\$15.00
Activation charges for NEW customers and reactivation of prior services	\$50.00

Fire Hazmat Materials Response Fees and Charges

Response	Amount
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

Miscellaneous Fees

Hydrant rental	In City Limits: \$25 per year	Outside City Limits: 100% Surcharge
Repairs	Cost plus 30%	

Sewer Fees & Charges

Within Corporate Limits	290% of Water Consumption
Outside Corporate Limits	290% of Water Consumption

Disposal Fees and Charges

Residential	\$	14.25	Per Unit / Per Month
*Commercial	\$	42.75	Per Month

* Public Works Approval required

Appendix B – Positions and Salary Control



City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix B – Positions and Salary Control

2-Year Comparison – Staffing Levels

FISCAL YEARS

DIVISION	2017/2018 (AS OF 7/1/2017)		2017/2018 (AS OF 6/30/2018)		2018/2019 (AS OF 7/01/2018)		2018/2019 (AS OF 1/1/2019)	
	FULL TIME	PART TIME	FULL TIME	PART TIME	FULL TIME	PART TIME	FULL TIME	PART TIME
	Mayor		1		1		1	
Commissioners		5		5		5		5
City Manager	3		3		2		2	
Finance	3	1	3	1	3	1	3	1
Information Technology	2		2		2		2	
Office of Police Chief	10	1	8		8		8	
Patrol	34	2	36	1	36	1	34	1
Special Operations	8		8		8		8	
Public Works Administration	3		3		3		3	
Engineering	4		4		4		4	
Planning & Zoning	2		2		2		2	
Economic Development	1		1	1	1	1	1	1
Housing Revitalization and Development		1			1		1	
Municipal Properties	11		11		12		12	
Building Safety Services	4		3		4		5	
Sanitation & Waste	8		2		2		2	
Fleet Maintenance	2		1		1		1	
Highways & Streets	11		10		9		9	
Marina	2		2		2		2	
Utility Maintenance	1		1		1		1	
MUC Distribution	10		10		10		10	
MUC Administration	6		6		6		6	
CITY STAFFING LEVELS	125	11	116	9	117	9	116	9

2 Year Budget Change Comparison: FY2017 to FY2019 by Position

FULL TIME	PART TIME	POSITION	DIVISION	
	-1	Records Technician	Office of Police Chief	
-1		Sergeant	Office of Police Chief	
-1		Deputy Chief	Office of Police Chief	
-1		Lieutenant	Office of Police Chief	
1		Captain	Office of Police Chief	
1		Sergeant	Patrol	
	-1	Communications Officer	Patrol	
1		Captain	Patrol (50%)	Special Operations (50%)
-1		Planning & Zoning Assistant	Planning & Zoning	
1		Planner I	Planning & Zoning	
-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		Heavy Equipment Mechanic	Fleet Maintenance	
-5		Sanitation Collector	Sanitation & Waste	
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	
-8	-2			

2 Year Budget Change Comparison: FY2018 to FY2019 by Position

FULL TIME	PART TIME	POSITION	DIVISION
1		Housing Specialist	Housing Revitalization and Development
-1		Redevelopment (Sailwinds) Project Manager	City Manager
1		Executive Director for Public Works, Human Resources, Risk Management	Public Works Administration
-1		Executive Director for Business Services	Public Works Administration
1		Division Manager Planning and Zoning	Planning and Zoning
-1		City Planner	Planning and Zoning
1		Division Manager Building Safety Services	Building Safety Services
1		Division Manager Building Maintenance	Municipal Properties
-1		Asst Superintendent PSB	Municipal Properties
1		Division Manager Municipal Properties	Municipal Properties
-1		Asst Superintendent Municipal Properties	Municipal Properties
1		General Maintenance Worker 1	Municipal Properties
1		Division Manager SSU	Highway and Streets
-1		Asst Superintendent SSU	Highway and Streets
-1		Superintendent of Public Works	Highway and Streets
1	0		

2019 Positions and Salary Control Table

Control	Position	Grade	Control	Position	Grade
❖ Commissioners			❖ Patrol		
01-001	Commissioner Ward 1 <i>{Part-time}</i>	N/A	08-043	Captain	Captain
01-002	Commissioner Ward 2 <i>{Part-time}</i>	N/A	08-001	Lieutenant	Lieutenant
01-003	Commissioner Ward 3 <i>{Part-time}</i>	N/A	08-002	Sergeant	Sergeant
01-004	Commissioner Ward 4 <i>{Part-time}</i>	N/A	08-003	Sergeant	Sergeant
01-005	Commissioner Ward 5 <i>{Part-time}</i>	N/A	08-004	Sergeant	Sergeant
❖ Mayor			08-005	Sergeant	Sergeant
02-001	Mayor <i>{Part-time}</i>	N/A	08-006	Sergeant <i>{Half Year}</i>	Sergeant
❖ City Manager			08-007	Sergeant	Sergeant
03-001	City Manager	N/A	08-008	Corporal	Corporal
03-002	Executive Secretary	10	08-009	Corporal	Corporal
❖ Finance Department			08-010	Corporal	Corporal
04-001	Finance Director	17	08-011	Corporal	Corporal
04-003	Account Clerk -Payables	7	08-012	Corporal	Corporal
04-004	Account Clerk -Revenue/GL	8	08-013	Patrol Officer	PFC/Patrol
04-005	Account Clerk -Purchasing <i>{Part-time}</i>	9	08-014	Patrol Officer	PFC/Patrol
❖ Information Technology			08-015	Patrol Officer	PFC/Patrol
06-001	I.T. Coordinator	13	08-016	Patrol Officer	PFC/Patrol
06-002	I.T. Assistant	9	08-017	Patrol Officer	PFC/Patrol
❖ Police Administration			08-019	Patrol Officer <i>{Half Year}</i>	PFC/Patrol
07-001	Chief of Police	17	08-020	Patrol Officer	PFC/Patrol
07-003	Captain	Captain	08-021	Patrol Officer	PFC/Patrol
07-005	Community Police Sergeant	Sergeant	08-022	Patrol Officer	PFC/Patrol
07-009	Community Police Officer	PFC/Patrol	08-023	Patrol Officer	PFC/Patrol
07-010	Community Police Officer	PFC/Patrol	08-024	Patrol Officer	PFC/Patrol
07-004	Executive Assistant	11	08-025	Patrol Officer	PFC/Patrol
07-006	Records Technician	6	08-027	Patrol Officer	PFC/Patrol
07-008	Records Technician	6	08-028	Patrol Officer	PFC/Patrol
			08-029	Patrol Officer	PFC/Patrol
			08-030	Patrol Officer	PFC/Patrol
			08-031	Patrol Officer	PFC/Patrol
			08-032	Patrol Officer	PFC/Patrol
			08-033	Patrol Officer	PFC/Patrol
			08-035	Patrol Officer	PFC/Patrol
			08-036	Patrol Officer	PFC/Patrol
			08-037	Patrol Officer	PFC/Patrol
			08-038	Patrol Officer	PFC/Patrol
			08-047	Crossing Guard <i>{Part-time}</i>	N/A

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix B – Positions and Salary Control

Control	Position	Grade	Control	Position	Grade
❖ Special Operations			❖ Economic Development		
09-001	Lieutenant-Investigations	Lieutenant	05-002	Associate Economic Development Director	11
09-002	Sergeant-Investigations	Sergeant	05-003	Clerical Assistant <i>{Part-time}</i>	7
09-003	Corporal-Investigations	Corporal			
09-004	Detective	PFC/Patrol	❖ Housing Revitalization Development		
09-005	Detective	PFC/Patrol	20-001	Housing Specialist	12
09-006	Detective	PFC/Patrol			
09-007	Detective	PFC/Patrol			
09-009	Investigative Technician	8			
❖ Public Works Administration			❖ Fleet Maintenance		
10-001	Director	17	16-001	Heavy Equipment Mechanic Supervisor	9
10-003	Executive Asst. for Public Works, Human Resources, Risk Mgmt.	11			
10-006	Secretary I	5			
❖ Municipal Properties			❖ Streets and Highways		
11-001	Division Manager (MPM)	10	17-002	Division Manager (SSU)	10
11-002	Division Manager (PSB)	14	17-003	Street Maintenance Foreman	9
11-003	General Maintenance Worker III	7	17-004	Equipment Operator III	8
11-004	General Maintenance Worker II	6	17-005	Street Maintenance Worker I	5
11-005	General Maintenance Worker I	5	17-006	Equipment Operator I	6
11-006	General Maintenance Worker I	5	17-008	Street Maintenance Worker II	6
11-007	General Maintenance Worker I	5	17-009	Street Maintenance Worker I	5
11-009	General Maintenance Worker I	5	17-010	Street Maintenance Worker I	5
11-010	General Maintenance Worker I	5	17-013	Street Maintenance Worker I	5
11-008	General Maintenance Worker I	5			
11-013	General Maintenance Worker I	5			
11-012	Custodian	4			
❖ Planning and Zoning			❖ Marina		
12-001	Division Manager (P&Z)	16	18-001	Dockmaster	10
12-003	Planner I	12	18-002	Assistant Dockmaster	8
❖ Engineering Services			❖ Utility Maintenance		
13-001	Deputy Director & City Engineer	16	19-001	Equipment Operator II	7
13-002	Civil Engineer	15			
13-003	Engineer Technician III	12			
13-004	Engineering Technician II	9			

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix B – Positions and Salary Control

Control	Position	Grade	Control	Position	Grade
❖ Sanitation and Waster			❖ Municipal Utilities Commission		
15-001	Equipment Operator/Sanit. Driver	6	MUC-001	Water Resource Administrator	15
15-002	Sanitation Collector	5	MUC-002	Account Clerk-Payroll	9
			MUC-003	Account Clerk-Billing	7
			MUC-004	Account Clerk-Customer Service	7
			MUC-005	Account Clerk-Billing	7
			MUC-006	Account Clerk-Billing	7
			MUC-007	Superintendent	11
❖ Building Safety Services			MUC-008	Assistant Superintendent	10
14-004	Division Manager (BSS)	11	MUC-009	Foreman/Service Coordinator	9
14-001	Code Enforcement Officer II	9	MUC-010	Distribution Tech II	7
14-005	Code Enforcement Officer I	8	MUC-011	Meter Read Coordinator	7
14-002	Permits Administrator	8	MUC-012	Water Distribution Tech II	7
14-003	Secretary I	5	MUC-013	Water Distribution Tech II	7
			MUC-014	Water Distribution Tech II	7
			MUC-015	Water Production Operator I	7
			MUC-016	Water Production Operator I	7

Salary Grades and Steps: General Employees

Grade (Vertical)_ Step (Horizontal)

	1	2	3	4	5	6	7	8	9	10
4	21,923	23,239	24,633	26,111	27,678	28,785	29,936	31,134	32,379	33,348
5	23,686	25,108	26,614	28,211	29,904	31,100	32,344	33,312	34,644	36,030
6	25,585	27,120	28,747	30,472	32,300	33,267	34,598	35,982	37,421	38,918
7	27,648	29,307	31,066	32,611	34,567	35,950	37,388	38,884	40,439	41,646
8	29,846	31,637	33,210	35,203	37,315	38,808	40,360	41,565	43,017	44,737
9	31,015	32,557	34,510	36,581	38,776	40,327	41,531	42,981	44,701	46,489
10	33,174	35,164	37,274	39,510	41,472	42,921	44,638	46,423	48,280	50,211
11	35,822	37,971	40,250	42,248	44,565	46,347	48,201	50,129	52,135	54,220
12	38,695	40,815	42,843	45,414	48,139	50,064	52,067	54,149	56,315	58,568
13	41,590	43,656	46,275	49,052	51,995	54,075	56,238	58,487	60,827	63,260
14	44,045	46,688	49,489	52,458	55,606	57,830	60,143	62,549	65,051	67,653
15	47,569	50,423	53,448	56,655	60,055	62,457	64,955	67,553	70,255	73,066
16	51,378	54,460	57,728	61,191	64,863	67,457	70,156	72,962	75,881	78,916
17	56,036	59,399	62,963	66,740	70,745	73,574	76,517	79,578	82,761	85,230

	11	12	13	14	15	16	17	18	19	20
4	34,015	34,695	35,389	36,097	36,819	37,556	38,307	39,073	39,854	40,651
5	36,751	37,486	38,235	39,000	39,780	40,576	41,184	41,803	42,431	43,280
6	39,696	40,490	41,097	41,715	42,341	43,188	44,052	44,933	45,832	46,748
7	42,272	43,117	43,980	44,859	45,756	46,672	47,605	48,557	49,528	50,519
8	45,632	46,545	47,476	48,425	49,394	50,381	51,389	52,417	53,465	54,535
9	47,418	48,367	49,334	50,321	51,327	52,354	53,401	54,469	55,558	56,669
10	51,215	52,240	53,285	54,350	55,437	56,546	57,677	58,830	60,007	61,207
11	55,304	56,411	57,539	58,689	59,863	61,061	62,282	63,527	64,798	66,094
12	59,739	60,934	62,153	63,396	64,664	65,957	67,276	68,622	69,994	71,394
13	64,525	65,816	67,132	68,475	69,844	71,241	72,666	74,119	75,602	77,114
14	69,006	70,386	71,794	73,230	74,694	76,188	77,712	79,266	80,851	82,468
15	74,527	76,017	77,538	79,089	80,670	82,284	83,518	84,771	86,466	88,195
16	80,494	82,104	83,335	84,586	86,277	88,003	89,763	91,558	93,389	95,257
17	86,082	87,804	89,560	91,351	93,178	95,042	96,943	98,881	100,859	102,876

Salary Ranks and Steps: Sworn Officers

Rank (Vertical)_ Step (Horizontal)

		1	2	3	4	5	6	7	8	9	10
Patrolman	1	37,165	39,351	41,333	43,296	45,239	47,394	49,548	50,625	51,702	52,779
PFC	2	40,444	42,421	44,162	46,316	48,471	50,625	52,779	53,328	54,395	55,461
Corporal	3	44,163	46,316	48,471	50,625	52,779	54,395	56,528	57,595	58,661	59,728
Sergeant	4	49,548	51,702	53,328	55,461	57,595	59,728	61,861	62,927	63,994	65,061
Lieutenant	5	55,462	57,595	59,728	61,861	63,994	66,127	68,260	69,327	70,393	71,460
Captain	6	55,462	57,595	59,728	61,861	63,994	66,127	68,260	69,327	70,393	71,460

		11	12	13	14	15	16	17	18	19	20
Patrolman	1	53,328	54,395	55,461	56,528	57,595	58,661	59,728	60,794	61,861	62,927
PFC	2	56,528	57,595	58,661	59,728	60,794	61,861	62,927	63,994	65,061	66,127
Corporal	3	60,794	61,861	62,927	63,994	65,061	66,127	67,194	68,260	69,327	70,393
Sergeant	4	66,127	67,194	68,260	69,327	70,393	71,460	72,526	73,593	74,660	75,726
Lieutenant	5	72,527	73,593	74,660	75,726	76,793	77,859	78,926	79,992	81,059	82,126
Captain	6	72,527	73,593	74,660	75,726	76,793	77,859	78,926	79,992	81,059	82,126

		21	22	23	24	25	26	27	28	29	30
Patrolman	1	63,994	65,061	66,127	67,194	68,260	69,327	70,393	71,460	72,526	73,593
PFC	2	67,194	68,260	69,327	70,393	71,460	72,526	73,593	74,660	75,726	76,793
Corporal	3	71,460	72,526	73,593	74,660	75,726	76,793	77,859	78,926	79,992	81,059
Sergeant	4	76,793	77,859	78,926	79,992	81,059	82,126	83,192	83,846	84,491	85,547
Lieutenant	5	82,784	83,846	84,491	85,547	86,603	87,659	88,715	89,771	90,828	91,884
Captain	6	82,784	83,846	84,491	85,547	86,603	87,659	88,715	89,771	90,828	91,884

Appendix C – Fiscal Policies



Budget Policy

FINANCIAL PLAN PURPOSE AND ORGANIZATION

A. 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 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 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.

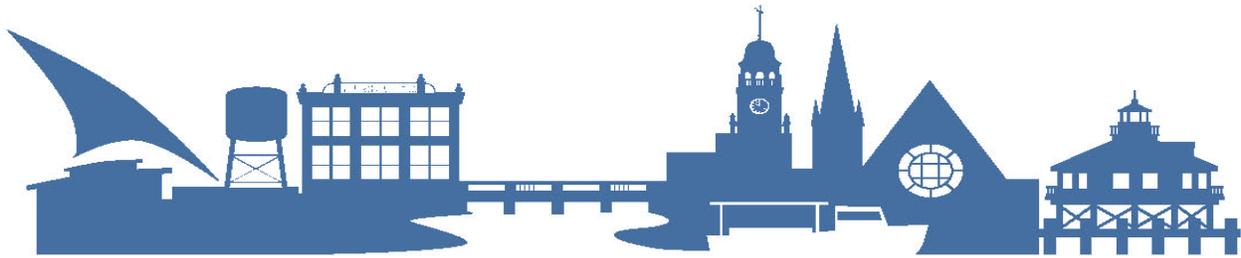
Using and Replenishing Reserves:

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 FY2019 to FY2023

City of Cambridge, Maryland



Mayor and Commissioners of Cambridge

Victoria Jackson-Stanley, Mayor

La-Shon Foster, Ward 3

Stephen W. Rideout, Ward 1

David Cannon, Ward 4

Donald Sydnor, Ward 2

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 2019 – FY 2023. 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 considering 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, 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.

The Finance Director and a City-wide team prepared the five-year CIP. 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.

Program Schedule

December 17'	Council Work Session to identify possible capital projects for the Five-Year CIP.
Jan – Feb 18'	Finance Director and City-wide team prepared Five-Year CIP. The team consists of City staff from various departments and with varying expertise.
March-April 18'	<ul style="list-style-type: none"> ➤ The Five-Year Capital Improvement Program is submitted to the Mayor and Commissioners for acceptance. ➤ The Council considers tax levies and other charges deemed necessary to finance the City's budget. ➤ The FY19 CIP is presented to Council as part of the City Manager's Proposed FY19 Operating Capital Budget. ➤ The FY19 CIP is presented to Council and the public.
May 18'	The FY18 CIP is considered and adopted as part of the FY19 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.

The total Five-Year Program, if funded, will require \$3.2 million dollars.

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 FY19 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 FY19 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 FY18 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 FY18 CIP for the MUC Fund.

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

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix D – Five-Year Capital Improvement Program

Individual Capital Improvement Projects - 2019

DESCRIPTION & PROJECT NO.		CAT NO.	GR/DE	GEN	SR	MUC	TOTAL	
	Leonard Lane Sidewalk Project (Both sides)	CP19-05	2	\$ 350,000			\$ 350,000	
	Woods Rd pumping station rehab	CP19-01	3		300,000		300,000	
	WWTP Headworks Rehab	CP19-03	3		20,000		20,000	
	New lights for docks (LED)	CP19-06	3	25,000			25,000	
	Renovation of slips	CP19-07	3	25,000			25,000	
	Water meter replacement	CP19-10	3			40,000	40,000	
	Meter reading equipment	CP19-11	3			30,000	30,000	
	Pump repairs & replacements	CP19-19	3		100,000		100,000	
	Well rehabilitation	CP19-17	3	432,200			432,200	
	Old City Hall roof	CP19-02	3		200,000		200,000	
	Pick up truck	CP19-20	3		19,500		19,500	
	Design Woods Rd. Improvements	CP19-18	4	50,000			50,000	
	Road resurfacing	CP19-08	4		250,000		250,000	
	Police vehicles	CP19-12	4		40,000		40,000	
	Street Trucks	CP19-24	4			50,000	50,000	
	Dump Truck	CP19-16	4		45,000	45,000	90,000	
	Downtown Parking Lot Dvlpmnt.	CP19-04	5	250,000			250,000	
	Rails to Trails Feasibility	CP19-13	5	30,000			30,000	
	Cannery Park Improvements	CP19-15	5	500,000			500,000	
	Main replacement	CP19-14	5			25,000	25,000	
FY2019 TOTALS				\$ 1,662,200	\$ 554,500	\$ 465,000	\$ 145,000	\$ 2,826,700

 Council Goal  Quality of Life

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix D – Five-Year Capital Improvement Program

Individual Capital Improvements Projects - 2020

DESCRIPTION & PROJECT NO.		CAT NO.	GR/DE	GEN	SR	MUC	TOTAL	
	Implement security for City buildings	CP20-10	2		\$ 23,200		\$ 23,200	
	Safety improve/remodel processing area	CP20-22	2		20,000		20,000	
 	Dorchester Ave Cedar to Washington	CP20-01	2	300,000			300,000	
 	Woods Rd upgrade	CP20-06	2	1,800,000	200,000		2,000,000	
	Great Marsh Shore Erosion Project	CP20-12	3	250,000			250,000	
	Tractor	CP20-17	3		70,000		70,000	
	Lawn mower	CP20-18	3		20,000		20,000	
	Roof A/C Unit - City Hall (Academy St.)	CP20-23	3		30,000		30,000	
	Water meter replacement	CP19-10	3			75,000	75,000	
	Meter reading equipment	CP19-11	3			25,000	25,000	
	Service pump	CP20-11	3			40,000	40,000	
	Trenton St. pump station rehab	CP20-05	3	50,000			50,000	
	Miscellaneous pump repairs	CP20-02	3			54,000	54,000	
	Vac-Con	CP20-03	3			300,000	300,000	
	West End Area sewer repairs	CP20-04	3	1,000,000			1,000,000	
	New core switches	CP20-25	3		5,000		5,000	
	Franklin Street boat ramp improvements	CP20-07	3	100,000			100,000	
	Replace tower 1-1	CP20-27	4	1,000,000	500,00		1,500,000	
	Pick-up truck	CP19-20	4		12,500	12,500	25,000	
	Computers	CP20-29	4		8,000		8,000	
	Road resurfacing	CP19-08	4		600,000		600,000	
	Police vehicles	CP19-12	4		160,000		160,000	
	Street trucks	CP19-24	4			25,000	25,000	
	Re-Build Docks	CP19-07	4	250,000			250,000	
	Replace Rescue 1-1	CP20-27	4		1,000,000		1,000,000	
	Oakley Street Seawall	CP20-08	4	140,000			140,000	
	Pine Street Park property acquisition	CP20-21	5	200,000			200,000	
	Relocate Billboard on Gateway Property	CP20-19	5	150,000			150,000	
 	Great Marsh Restroom	CP20-20	5	150,000			150,000	
	Main replacement	CP19-14	5			187,833	187,833	
	Long Wharf master plan improvements	CP20-13	5	100,000			100,000	
 	Playground Equipment	CP20-14	5	100,000			100,000	
	Gateway Property Improvements	CP20-15	5	500,000			500,000	
	Wireless Backbone/Fiber Failover	CP20-16	5		10,000		10,000	
	Utility Pick-up Crew Cab w/snow plow	CP20-24	5		25,000	25,000	50,000	
FY2020 TOTALS				\$ 6,090,000	\$ 2,683,700	\$ 391,500	\$ 352,833	\$ 9,518,033

 Council Goal  Quality of Life

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix D – Five-Year Capital Improvement Program

Individual Capital Improvements Projects - 2021

DESCRIPTION & PROJECT NO.		CAT NO.	GR/DE	GEN	SR	MR	MUC	TOTAL	
 	High street sidewalk (Washington to Bayly)	CP21-02	2		\$ 250,000			\$ 250,000	
	Cedar Street Stormdrain pipe replacement	CP21-03	2	200,000				200,000	
	Water meter replacement	CP19-10	3				75,000	75,000	
	Meter reading equipment	CP19-11	3				25,000	25,000	
	Service pump	CP20-11	3				30,000	30,000	
	Trenton St. pump station rehab	CP20-05	3	1,900,000				1,900,000	
	Excavator	CP21-04	3		40,000	40,000		80,000	
	Lawn Mower	CP20-18	3		20,000			20,000	
	Front End Loader	CP21-05	3		75,000	75,000		150,000	
 	Road resurfacing	CP19-08	4		600,000			600,000	
	Police vehicles	CP19-12	4		160,000			160,000	
	Street trucks	CP19-24	4				25,000	25,000	
	Dump Truck	CP19-16	4		45,000	45,000		90,000	
	Bucket Truck	CP21-06	4		150,000			150,000	
	Re-Build Docks	CP20-26	4	250,000				250,000	
	Replace engine/tanker	CP20-27	4	750,000				750,000	
	Main replacement	CP19-14	5				187,834	187,834	
 	Long Wharf master plan improvements	CP20-13	5	100,000				100,000	
 	Community Center	CP21-09	5	1,500,000				1,500,000	
	Old City Hall Renovations	CP21-10	5	4,000,000				4,000,000	
	Repurpose old pumping station at Longwharf	CP21-11	5		70,000			70,000	
	Patrol rifles	CP21-01	6		8,000			8,000	
	Dredging (Entire Marina)	CP21-12	6	250,000				250,000	
	Tool Cat	CP21-13	6				32,000	32,000	
	Wood Chipper	CP21-14	6		30,000			30,000	
	Convert to IP Phones	CP21-15	6		35,000			35,000	
FY2021 TOTALS				\$ 8,950,000	\$ 1,483,000	\$ 160,000	\$ 32,000	\$ 342,834	\$ 10,967,834

 Council Goal  Quality of Life

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix D – Five-Year Capital Improvement Program

Individual Capital Improvements Projects – 2022

DESCRIPTION & PROJECT NO.		CAT No.	GR/DE	GEN	SR	MUC	TOTAL	
	Pump House structure over wells	CP22-01	2			\$ 150,000	\$ 150,000	
	Water meter replacement	CP19-10	3			75,000	75,000	
	Meter reading equipment	CP19-11	3			25,000	25,000	
	High Street Rehab- remaining phases	CP22-02	3	1,600,000			1,600,000	
 	Road resurfacing	CP19-08	4		600,000		600,000	
	Police vehicles	CP19-12	4		160,000		160,000	
	Street trucks	CP19-24	4			25,000	25,000	
	Re-Build Docks	CP20-26	4	250,000			250,000	
	Rescue Boat	CP22-06	4	475,000	25,000		500,000	
	Main Replacement	CP19-14	5			187,834	187,834	
 	Regional Recreation Facility	CP22-09	5		1,000,000		1,000,000	
	Wayfinding signage program for Downtown Waterfront	CP22-10	5	40,000			40,000	
	Patrol rifles	CP21-01	6		8,000		8,000	
	Pole Building for Trucks/Ground Material	CP22-11	6		40,000	40,000	80,000	
	Skid Steer	CP22-08	6			100,000	100,000	
FY2022 TOTALS				\$ 2,365,000	\$ 1,833,000	\$ 40,000	\$ 562,834	\$ 4,800,834

 Council Goal  Quality of Life

City of Cambridge, Maryland
 FY 2019 Annual Operating Budget
 Appendix D – Five-Year Capital Improvement Program

Individual Capital Improvements Projects – 2023

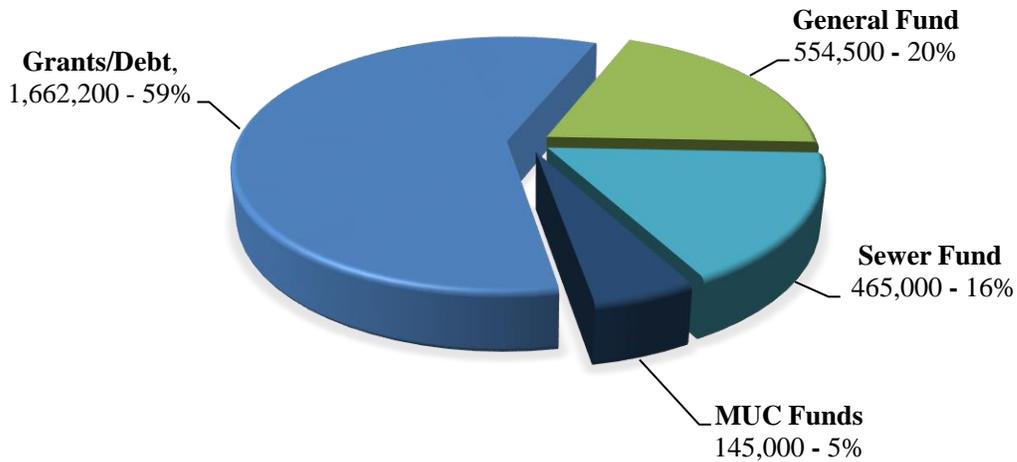
DESCRIPTION & PROJECT NO.		CAT NO.	GR/DE	GEN	MUC	TOTAL
	PSB Fence	CP23-01	2		\$ 500,000	\$ 500,000
	Water meter replacement	CP19-10	3			75,000
	Meter reading equipment	CP19-11	3			25,000
	Street trucks	CP19-24	4			25,000
	Road resurfacing	CP19-08	4		250,000	250,000
	Police vehicles	CP19-12	4		160,000	160,000
	Replace Engine	CP20-27	4		750,000	750,000
	Main replacement	CP19-14	5			187,834
	Water Taxi	CP23-03	5	120,000		120,000
	Patrol rifles	CP21-01	6		8,000	8,000
FY2023 TOTALS				\$ 120,000	\$ 1,668,000	\$ 312,834
					\$	\$ 2,100,834

 Council Goal  Quality of Life

Visual Charts

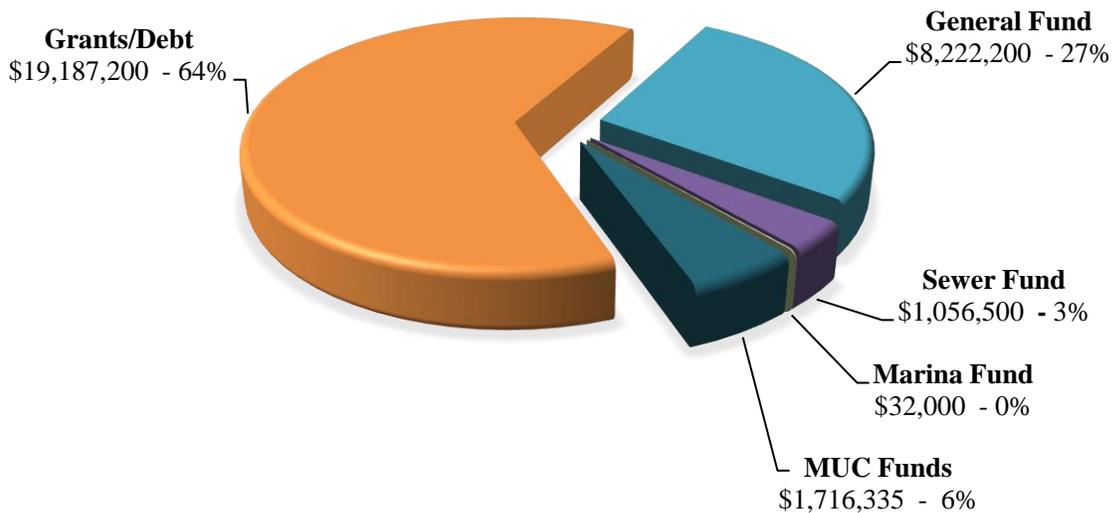
2019 Projects

TOTAL OF FUNDS: \$ 2,826,700



5-Year Combined Total (2019-2023)

TOTAL OF FUNDS: \$ 30,214,235



Individual Capital Improvement Project Descriptions

Project Name: Woods Road Pumping Station Rehabilitation

Project Number: CP19-01

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

Project Name: Old City Hall Roof

Project Number: CP19-02

This project will replace the roof on Old City Hall.

Project Name: WWTP Headworks Rehabilitation

Project Number: CP19-03

This project is to do rehabilitation work to the Waste Water Treatment Plant.

Project Name: Downtown Parking Lot Development

Project Number: CP19-04

This project would develop land for a downtown parking lot.

Project Name: Leonard Lane Sidewalk Project (Both Sides)

Project Number: CP19-05

This project is to complete an extension of the public sidewalks 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: New Lights for Docks (LED)

Project Number: CP19-06

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

Project Name: Renovation of Slips

Project Number: CP19-07

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: Road Resurfacing

Project Number: CP19-08

This project is Highway User Revenue funded annual road resurfacing.

Project Name: Water meter replacement

Project Number: CP19-10

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: CP19-11

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: CP19-12

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: Rails to Trails Feasibility

Project Number: CP19-13

Grant funded project to determine how a Rails to Trails project would be implemented.

Project Name: Main Replacement

Project Number: CP19-14

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: 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.

Project Name: Dump Trucks

Project Number: CP19-16

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

Project Name: Well Rehabilitation

Project Number: CP19-17

This grant funded project is to redevelop the existing aging wells.

Project Name: Design Wood's Rd. Improvements

Project Number: CP19-18

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

Project Name: Pump repairs & replacements

Project Number: CP19-19

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

Project Name: Pick-up truck

Project Number: CP19-20

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

Project Name: Street Trucks

Project Number: CP19-24

MUC has ten street/service/meter reader trucks. At an effective life of ten years, they are scheduled to be replaced one each year.

Project Name: Dorchester Ave Cedar to Washington

Project Number: CP20-01

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

Project Name: Miscellaneous Pump repairs

Project Number: CP20-02

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

Project Name: Vac-Con

Project Number: CP20-03

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 repair

Project Number: CP20-04

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: Trenton St. pump station rehabilitation

Project Number: CP20-05

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 Rd. upgrade

Project Number: CP20-06

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

Project Name: Franklin St. Boat ramp improvements

Project Number: CP20-07

Boat ramp structural repairs and resurfacing of the parking lot.

Project Name: Oakley Street 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: Implement Security for city buildings

Project Number: CP20-10

This project will provide additional security to the City buildings. 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. 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: Service Pump

Project Number: CP20-11

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: Great Marsh Shore Erosion Project

Project Number: CP20-12

This project is to prevent further erosion of the shoreline at Great Marsh.

Project Name: Long Wharf Master Plan Improvements

Project Number: CP20-13

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.

Project Name: Playground Equipment

Project Number: CP20-14

This would be to provide playground equipment to the City Parks.

Project Name: Gateway Property Improvements

Project Number: CP20-15

This is to improve the Gateway property.

Project Name: Wireless Backbone/Fiber Failover

Project Number: CP20-16

Create a wireless backbone system for failover to our fiber network.

Project Name: Tractor

Project Number: CP20-17

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: CP20-18

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

Project Name: Relocate Billboard on Gateway Property

Project Number: CP20-19

This project would relocate the billboard on Gateway Property and then community outreach would be developed for a design the Gateway Property.

Project Name: Great Marsh Restroom (CG)

Project Number: CP20-20

This project would build a restroom in Great Marsh.

Project Name: Pine St. Park Property Acquisition

Project Number: CP20-21

This project would be for the acquisition of Pine Street property and the development of the property into a community park.

Project Name: Safety improvement/remodeling processing area

Project Number: CP20-22

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

Project Name: Roof A/C unit city hall

Project Number: CP20-23

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: Utility Pick-up Crew Cab w/snowplow

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: Fire Engines

Project Number: CP20-27

This project would replace fire trucks (Tower in FY20, Rescue in FY20, Tanker in FY21, Engine in FY22) which are part of a replacement policy.

Project Name: Computers

Project Number: CP20-29

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: Patrol Rifles

Project Number: CP21-01

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: High Street Sidewalk (Washington to Bayly)

Project Number: CP21-02

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

Project Name: Cedar Street storm drain replacement

Project Number: CP21-03

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

Project Name: Excavator

Project Number: CP21-04

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

Project Name: Front End Loader

Project Number: CP21-05

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

Project Name: Bucket Truck

Project Number: CP21-06

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

Project Name: Community Center

Project Number: CP21-09

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

Project Name: Old City Hall renovations

Project Number: CP21-10

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: Repurpose old pumping station at Long Wharf

Project Number: CP21-11

This project is to repurpose the old pumping station at Long Wharf into a useable building.

Project Name: Dredging (Entire Marina)

Project Number: CP21-12

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: Tool Cat

Project Number: CP21-13

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: Wood Chipper

Project Number: CP21-14

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: CP21-15

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: 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 rehabilitation (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: Rescue Boat

Project Number: CP22-06

This project would be to purchase a second rescue boat.

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 Recreation Facility

Project Number: CP22-09

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

Project Name: Wayfinding signage program for Downtown Waterfront

Project Number: CP22-10

This project is to place signage in the water to direct boats to the downtown Cambridge area.

Project Name: Pole Building for Trucks/Ground Material

Project Number: CP22-11

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

Project Name: PSB Fence

Project Number: CP23-01

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

Project Name: Water Taxi

Project Number: CP23-03

This project would fund a water taxi to take citizens from one location to another.