

FY 2018 Adopted OPERATING BUDGET



**Prepared by the Department of Finance
Bruce T. Miller, Finance Director**

CITY OF ANNAPOLIS, MARYLAND

Directory of Officials and Advisory Bodies

City Council

Michael John Pantelides, Mayor

<u>Ward</u>	<u>Alderman</u>
1	Joe Budge
2	Frederick M. Paone
3	Rhonda Pindell Charles
4	Sheila M. Finlayson
5	Jared Littmann
6	Kenneth A. Kirby
7	Ian Pfeiffer
8	Ross H. Arnett, III

Management Team

<u>Title</u>	<u>Name</u>
City Manager	Thomas C. Andrews
Director of Finance	Bruce T. Miller
Director of Public Works	David Jarrell, P.E.
Director of Planning and Zoning	Pete Gutwald
Chief of Police	Scott Baker
Fire Chief	David L. Stokes, Sr.
Director of Transportation	J. Rick Gordon
Director of Recreation and Parks	Archie Trader
Director of Environmental Policy	Maria Broadbent
Manager of Human Resources	Patricia Hopkins

Directory of Officials and Advisory Bodies

Legislative Committee Assignments

Standing Committees

Economic Matters Committee

Frederick M. Paone, Chairman
Sheila M. Finlayson, Member
Joe Budge, Member

Environmental Matters Committee

Jared S. Littmann, Chairman
Ross H. Arnett, III, Member
Ian Pfeiffer, Member

Finance Committee

Ian Pfeiffer, Chairman
Ross H. Arnett, III, Member
Frederick M. Paone, Member

Housing & Human Welfare Committee

Kenneth A. Kirby, Chairman
Joe Budge, Member
Jared S. Littmann, Member

Public Safety Committee

Sheila M. Finlayson, Chairman
Frederick M. Paone, Member
Rhonda Pindell Charles, Member

Rules and City Government Committee

Ross H. Arnett, III, Chairman
Sheila M. Finlayson, Member
Rhonda Pindell Charles, Member

Transportation Committee

Joe Budge, Chairman
Kenneth A. Kirby, Member
Ian Pfeiffer, Member

Directory of Officials and Advisory Bodies

Boards and Commissions

<u>Board or Commission</u>	<u>Chairman</u>
Alcoholic Beverage Control Board	Leonard Berman
Annapolis Conservancy Board	Karen Jennings
Arts in Public Places Commission	Ellen O. Moyer
Board of Appeals	Derek Meyers
Board of Supervisors of Elections	Arnold A. Smith
Building Board of Appeals	Carl Richard Corse, P.E.
Civil Service Board	Anthony F. Christhilf
Commission on Aging	<i>Vacant</i>
Education Commission	Trisha Irvin
Environmental Commission	Paul Murphy
Ethics Commission	James E. Dolezal
Financial Advisory Commission	Frederick C. Sussman
Heritage Commission	Sharon A. Kennedy
Historic Preservation Commission	Sharon A. Kennedy
Housing & Community Development Committee	Kenneth A. Kirby
Housing Authority	Sandra Chapman
Human Relations Commission	Michael J. Keller
Maritime Advisory Board	Tarrant H. Lomax
Planning Commission	David Iams
Police & Fire Retirement Plan Commission	Joseph Semo
Port Wardens	Gene Edwin Godley
Public Safety Disability Retirement Board	Adam Cohen
Recreation Advisory Board	C. Taney Hamill
Risk Management Committee	Mary O'Brien
Transportation Board	Alex Pline

GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Annapolis
Maryland**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Annapolis, Maryland for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award

Acknowledgements

This document could not have been prepared without the cooperation, support, and leadership of the Mayor, the City Council, the Finance Committee, and the department directors. The purpose of preparing a budget is to put forth the annual financial plan of the City, to show what services it is providing to our citizens and how much it will cost to do so. Numerous individuals spent many hours developing goals, objectives and performance measures, and then correlating them with available resources. This is a difficult task as there is always an increasing demand for City services in an era of decreasing revenues. The individuals listed below have played an integral part in the preparation of this document.

Finance Department

Melissa Leaman, Assistant Finance Director
Nikki Pletzer, Finance Operations Manager

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About Annapolis

Community Profile:

Annapolis is an incorporated municipal corporation of the State of Maryland (the "State"), possessing substantial home rule powers under the State constitution. First settled in 1649 by Puritans fleeing Virginia, the City was chartered in 1708 and served as the capital of the United States when the Congress met there in 1783-1784. The City serves both as the capital of the State and as the county seat for Anne Arundel County and acquired home rule in 1954. Annapolis is situated on the Western shore of the Chesapeake Bay, at the mouth of the Severn River, east of and midway between Baltimore and Washington, D.C. The City has been the home of St. John's College (founded as King William's School) since 1696 and the United States Naval Academy since 1845.

The City covers an area of approximately eight square miles (including waterways). Population in 1950 was 10,047, but growth as well as annexation caused that figure to double by 1960 and more than triple by 1980. According to the 2014 Census estimate, the population is approximately 38,856, exclusive of the Naval Academy population of approximately 5,500. The Naval Academy constitutes a Federal enclave within the City, but is not within the corporate limits of Annapolis.

The appearance of the City is dominated by the handsome buildings of the Naval Academy and the historic State House of Maryland. In addition, there are a number of contemporary State and County office buildings which have been designed in keeping with the prevailing Georgian architecture of the community. Because of the number of residential structures of significant historic and architectural value for which Annapolis is famous, private and public groups have joined together to retain or to recapture the historic atmosphere of the community in keeping with modern urban requirements. An application to the Department of Interior to enlarge the then existing Historic District as designated on the National Register of Historic Places was approved in 1984. The most recent Annapolis Comprehensive Plan (2009) was adopted by City Council in October 2009.

Annapolis is served by three major highways, U.S. Routes 50/301, Maryland Route 2 and Interstate 97 which connect with the Chesapeake Bay Bridge, immediately northeast of the City. The District of Columbia is 27 miles to the west and the City of Baltimore is 27 miles to the north.

The City is governed by a Mayor and a City Council. The City is authorized to issue debt, subject to certain indebtedness limitations, for the purpose of financing its capital projects and to incur certain other indebtedness.

The executive offices of the City are located at City Hall, 160 Duke of Gloucester Street, Annapolis, Maryland 21401.

The legislative body of the City is the City Council, consisting of the Mayor as the presiding officer and eight Aldermen who together comprise the City Council. One Alderman is elected from each of the eight wards into which the City is divided and must be a resident of the ward. The Mayor is elected at large. The Aldermen and the Mayor serve four-year terms, commencing in December of the year following the presidential election. The City Council has seven standing legislative committees: Economic Matters, Environmental Matters, Finance, Housing and Human Welfare, Public Safety, Rules and City Government, and Transportation. The Mayor and Aldermen have one vote each. A simple majority is sufficient to pass legislation.

The City has independent jurisdiction over streets, street lighting, refuse collection and disposal, police, parks, harbor, off-street parking, public transportation, fire suppression and emergency services, planning and zoning, public health, water production and distribution, and sewage collection. Primary and secondary education is provided by the Board of Education of Anne Arundel County.

About Annapolis

Demographic and Statistical Profile:

Community Profile		40 - 44 years	7.4
		45 - 49 years	6.1
Date of Incorporation:	1708	<u>Age Composition (% in 2013), continued</u>	
Form of government:	Mayor and Council	50 - 54 years	5.9
Demographics:		55 - 59 years	6.7
<u>Area in square miles</u>		60 - 64 years	6.2
2014	Land & Water: 8.3	65 - 69 years	4.9
	Land only 7.1	70 - 74 years	2.9
2013	Land & Water: 8.3	75 - 79 years	2.2
	Land only 7.1	80 - 84 years	1.7
2012	Land & Water: 8.3	85 years & over	2.0
	Land only 7.1		
2011	Land & Water: 8.3		
	Land only 7.1		
<u>Climate</u>		Economics (Per U.S. Census Bureau's 2011-2015)	
Average summer temperature (±5)	85.2	<u>Household Income</u>	
Average winter temperature (±5)	35.5	Median Household Income	\$72,214
Average annual precipitation (inches)	39.03	Median Personal Income	\$43,125
Average annual snowfall (inches)	14.4	% City population below poverty lev.	10.1%
<u>Population</u>		Median Housing Value	
2016	39,418	(owner-occupied)	\$383,100
2015	38,856	<u>Households and Housing Units</u>	
2014	38,722	Households	15,779
2013	38,814	Non Family Households	7,573
2012	38,800	Homeownership rate	52.0%
2011	37,825	Living in same house 1+ years	84.3%
2010	38,900	<u>Employment</u>	
2009	37,300	% in labor force	
2008	36,400	% in labor force: Civilian	68.9%
2007	36,300	% in labor force: Armed Forces	
2006	37,300	% not in labor force	29.2%
2005	36,750	% unemployed (civilian labor force)	3.8%
2004	36,210	<u>Employment by Industry (%)</u>	
<u>Median Age</u>		Agriculture, forestry, fishing, hunting, and mining	0.1
2015 per 2011-2015 American Communities Survey	37.2	Construction	7.8
<u>Age Composition (% in 2013)</u>		Manufacturing	3.4
Under 5 years	7.5	Wholesale Trade	1.5
5 - 9 years	7.0	Retail Trade	9.1
10 - 14 years	3.5	Transportation & Warehousing and Utilities	3.1
15 - 19 years	4.8	Information	2.5
20 - 24 years	7.8		
25 - 29 years	9.4		
30 - 34 years	6.9		
35 - 39 years	7.1		

About Annapolis

2006 1,329 \$59,901,509

Employment by Industry (%), continued

Finance, Insurance, and Real Estate	6.3
Education, Health and Social Services	20.0
Arts, Entertainment, Rec. & Hospitality	10.9
Professional, Scientific, Management Administrative & Waste Mgmt	17.3
Public Administrative	12.1
Other Services	6.0

Taxes

2017 Property Tax Assessed Val. \$5,367,233,749	
Local Retail Sales Tax Rate	6%
Personal Income Tax Rate (income \$3,001 - \$150,000)	4.75%
Corporate Excise and Income Tax	8.25%

Building Permits (per Annapolis Department of
Neighborhood & Environmental Services)

Commercial

<u>Year</u>	<u>Permits</u>	<u>Value</u>
2016	207	\$52,937,185
2015	182	\$31,185,300
2014	208	\$35,388,002
2013	302	\$59,982,642
2012	144	\$28,625,643
2011	205	\$40,216,133
2010	129	\$34,970,551
2009	270	\$43,522,221
2008	296	\$42,830,126
2007	308	\$25,494,044
2006	334	\$30,133,958

Residential

<u>Year</u>	<u>Permits</u>	<u>Value</u>
2016	576	\$30,766,683
2015	637	\$19,725,091
2014	766	\$25,217,407
2013	897	\$26,192,978
2012	778	\$22,713,417
2011	840	\$18,076,871
2010	787	\$15,719,019
2009	892	\$23,354,588
2008	1,195	\$28,296,974
2007	1,030	\$34,309,629

Service Statistics:

Fire Protection (2016)

Stations	3
Career firefighters	136
Civilian personnel	7

Police Protection (2016)

Stations	1
Uniformed police officers	115
Civilian personnel	29
Police vehicles	72

Public Works (2016)

Water

Water mains in miles	140
Water treatment plants	1
Storage tanks	5
Water consumption (annually)	1.1BG
Number of accounts	12,657

Sewer

Sewer lines (in miles)	123
Storm drains (in miles)	50
Sewer treatment plant <i>(50% ownership with Anne Arundel County)</i>	1
Sewer pumping stations	25
Sewage treated (annually)	1.5BG
Number of accounts	11,677

Utility Rates (2018)

Water & Sewer (City Residents)

<u>Meter Size</u>	<u>Water - Fixed Charge (\$)</u>	<u>Sewer - Fixed Charge (\$)</u>
1 in. or less	11.18	12.73
1 ½ inches	55.88	63.66
2 inches	89.39	101.87
3 inches	178.80	203.71
4 inches	279.37	318.31
6 inches	558.72	636.61

*Water – per 1000 gallons used – single family
residential*

1 to 7,000 gallons	\$3.52
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About Annapolis

7001 to 20,000 gallons	\$7.06
Over 20,000 gallons	\$10.59

Major Events

Utility Rates (2018), continued

Water & Sewer (City Residents), continued

Water – per 1000 gallons used – multi-family & non-residential

All usages	\$5.26
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Sewer – per 1000 gallons used – all users

All usages	\$5.60
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Maryland State Legislature in Session	January - April
Spring Boat Show	April
U.S. Naval Academy Commissioning	May
Independence Day Fireworks	July
U.S. Naval Academy Parents' Weekend	September
U.S. Sailboat Show	October
U.S. Powerboat Show	October
Christmas Lights Parade	December
Military Bowl	December
New Year's Eve	December

Residential Refuse Collection

Flat rate	\$205.00/ annually
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Stormwater Utility

<u>Customer Type</u>	<u>Charge per Quarter</u>
Residential, per unit	\$15.00
Commercial, industrial, exempt with impervious coverage:	
Up to 5,000 sq. ft	\$60.00
5,001 – 10,000 sq. ft	\$120.00
Above 10,000 sq. ft	\$195.00

Recreation - City owned (2017)

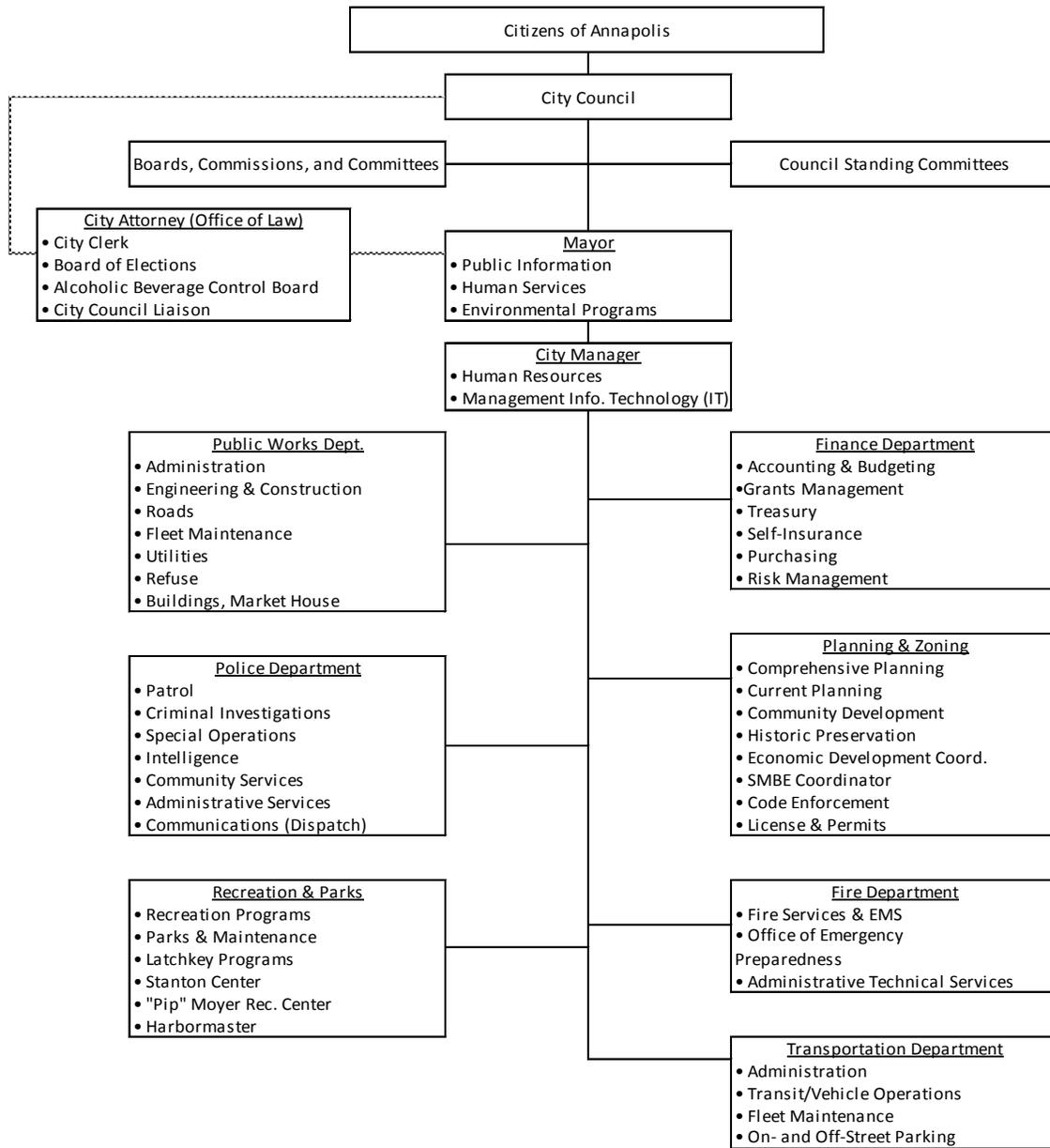
Playgrounds and parks in acres	206
Baseball fields	4
Football fields	1
Basketball courts	6
Tennis courts	14
Playgrounds	9
Pools	1
Public Boat Ramps	3
Skate Parks	1

About Annapolis

Regional Map:



About Annapolis



Fiscal Policies

LEGISLATIVELY ADOPTED POLICIES

The following policies and procedures have been legislatively adopted by the City of Annapolis, either in the Charter and Code of the City of Annapolis or by resolutions passed by the City Council.

BUDGET POLICIES

6.16.010 - Annual City budget.

- A. The Mayor shall submit the proposed annual operating budget, including the impact of any labor negotiations that are ready for City Council review under Section 3.32.060, to the City Council at the first Council meeting in April of each year. Upon introduction, the budget shall be referred to the Finance Committee, which shall review and may make recommendations with regard to the budget and shall submit the budget, together with any recommendations, to the City Council not later than the second Monday in May of each year; and to the Financial Advisory Commission to provide a recommendation to the City Council on the annual operating budget.
- B. The annual operating budget adopted by the City Council shall provide a complete financial plan for the fiscal year and shall contain estimates of anticipated revenues and proposed expenditures. The budget shall be divided into the following fund groups: general fund, off-street parking fund, transportation fund, storm water management fund and refuse collection fund group, and water fund and sewer fund group. The total of the anticipated revenues and any estimated fund balance or retained earnings available for expenditure during the fiscal year within each of the aforesaid categories shall equal or exceed the total of the proposed expenditures within the category. Within each of the aforesaid categories, a portion of the estimated fund equity equivalent to five percent of the associated operation budget shall not be appropriated. Furthermore, unless authorized by the City Council, a portion equivalent to an additional five percent of the associated operating budget shall be comprised of cash or cash equivalents and shall not be appropriated. The budget within each category will be a line-item budget. In addition, under the line items of special projects and contract services there will be an itemization of the expenses to be budgeted. The budget shall be a public record in the office of the Director of Finance, open to public inspection during normal business hours.
- C. The Mayor shall present to the City Council the line item budget for each revolving fund in conjunction with the annual operating budget.

(Ord. O-16-08 Amended § 1 (part), 2008; Ord. O-21-06 § 1 (part), 2006; Ord. O-40-95 § 1 (part); Ord. O-67-87 § 1; revised during 1985 codification; prior code § 2-9.1)

(Ord. No. O-61-09, § I, 3-8-2010; Ord. No. O-22-10, § I, 6-14-2010; Ord. No. O-7-14, § I, 12-22-2014; Ord. No. O-3-17, § I, 3-17-2017; Ord. No. O-19-17, § I, 5-8-2017)

6.16.020 - Supplemental allocations.

- A. No obligations of the City shall be authorized in any fiscal year which are not included in the Annual Operating Budget or the Capital Budget as finally adopted; provided however, that if any item or items are not included in the operating budget which are required and necessary, the following procedure is established for approval authority for transfer of funds in excess of twenty-five

Fiscal Policies

thousand dollars from another budgeted item which will not be used or for which there is a surplus or to allocate funds from the surplus:

1. The department head shall submit a request in writing to the Finance Director. Once reviewed the Finance Director shall forward the request to the City Manager and the Mayor for consideration.

2. Within ten working days the Mayor shall consider the request and forward a recommendation to the Finance Committee.

3. The Finance Committee shall report its findings to the City Council.

4. Final action shall be taken by the City Council after receipt of the Finance Committee's recommendation. Unless a hearing is requested by a majority of the City Council, final action shall be taken at the same meeting at which introduced.

B. Except as listed in paragraph C. below, transfer of funds of less than or equal to twenty-five thousand dollars from another budgeted item may be made by the City Manager without meeting the requirements of subsection A.; provided, however, that any such transfer is within the same fund. All transfers approved by the City Manager must be reported to the City Council on the regular agenda at the next scheduled City Council meeting.

C. All monies transferred from bond funds or contingency funds must be reviewed by the Finance Committee and approved by the City Council.

D. The City Council may authorize the allocation of funds from the surplus of the budget provided it authorizes the allocation by a two-thirds vote.

(Ord. O-16-06 Amended § 1 (part), 2006: prior code § 2-28.2)

(Ord. No. O-30-16 Amended, § I, 10-10-2016)

6.16.030 - Capital improvement program and budget.

A. The Mayor shall submit a proposed capital budget for the ensuing fiscal year and a capital improvement program for the ensuing five fiscal years to the City Council and the Planning Commission at the first Council meeting in April of each year.

B. The proposed capital improvement program and budget shall be reviewed by the Finance Committee and a recommendation made to the City Council by the second Monday in May of each year. Upon introduction, the budget shall also be referred to the Financial Advisory Commission to provide a recommendation to the City Council on the capital improvement program and budget.

C. The proposed capital improvement program and budget shall be placed upon the agenda of the Planning Commission at its regular monthly meeting or at a special meeting. The agenda shall be published in a newspaper of general circulation in the City seven days prior to the meeting. At this meeting, the commission may accept evidence and testimony as it may judge to be relevant to the proper consideration of the budget and program.

Fiscal Policies

- D. The Planning Commission shall review the proposed capital improvement program and budget and submit its recommendations to the City Council no later than the second Monday in May of each year.
- E. On or before June 30th, the City Council shall approve a capital budget for the ensuing fiscal year and a capital improvement program for the five fiscal years following the fiscal year.
- F. No obligations of the City shall be authorized in any fiscal year for or on account of any capital project not included in the capital budget.

(Ord. O-21-06 § 1 (part), 2006: Ord. O-16-06 Amended § 1 (part), 2006: Ord. O-23-96 § 1: Ord. O-63-93 § 1: revised during 1985 codification; prior code § 2-16.1)

(Ord. No. O-7-14, § I, 12-22-2014; Ord. No. O-3-17, § I, 3-17-2017)

6.16.040 - Bond fund.

- A. There is a Bond Fund, which shall consist of proceeds from the disposal of capital assets, including, but not limited to, real property and improvements on real property.
- B. The purpose of the fund is to reduce the City's general debt and, as such, shall only be used to reduce the City's general obligation debt or to invest in other capital assets; and
- C. for purposes of this section tangible personal property, including but not limited to motor vehicles, is not considered a capital asset.

(ord. No. O-25-10, § I, 9-27-2010)

6.16.050 - Adoption of a schedule of fees established by resolution.

- A. Concurrent with the submission of the proposed annual budget, the Mayor shall submit to the City Council a proposed schedule of those fees set by resolution, a document summarizing the current and proposed fees, and a proposed resolution by which the proposed fees are to be adopted. At least sixty days prior to the submission of annual budget, the Mayor shall direct each department director to review the fees contained in the current fiscal year Fees Schedule for which they have responsibility for administering. If a department director finds that the cost of administering the fee differs from the current amount of the fee, the director is to propose a new fee and to provide a rationale for adjusting the amount of that fee for the coming fiscal year. The recommendations of the department directors are to be included in the proposed Fees Resolution as submitted to the City Council.
- B. The proposed fee schedule shall be referred to the Finance Committee and to each committee responsible for review of legislation pertinent to those programs in which fees are to be assessed.
- C. The Mayor shall include any resolution proposing new fees on a public hearing agenda.
- D. On or before June 30th, the City Council shall approve a schedule of fees which are set by resolution for the ensuing fiscal year.

(ord. O-31-07 § 1, 2007: ord. O-16-99 § 1 (part))

Fiscal Policies

6.16.060 - Priorities for making operating and/or capital grants to non-profit organizations under the City of Annapolis Community Grant Program.

- A. For the purposes of this section an "operating grant" shall provide support for the day-to-day costs of running the non-profit organization. A "capital grant" shall provide support for the purchase of property, the construction, remodeling, or expansion of a facility, or purchase of equipment by a non-profit organization.
- B. Subject to the availability of funds, the City will consider funding an operating and/or capital grant to a non-profit organization with an application submission that meets one of the following priorities:
 - 1. Provides services that sustain and empower youth, families and individuals to move towards an improved quality of life and self-sufficiency;
 - 2. Provides programs that preserve and enhance a community's character;
 - 3. Provides programs that contribute to a vibrant economy; or
 - 4. Promotes programs that are integral to community revitalization, economic development and environmental sustainability.
- C. There shall be a committee convened to review and evaluate applications submitted to the City of Annapolis for an operating and/or capital grant in accordance with the criteria in Section 6.16.060 D. The committee shall consist of: the Mayor's designated staff person; the Finance Director's designated staff person; and two at large staff persons.
- D. Application qualification criteria:
 - 1. Applicant shall have the administrative and financial capacity to carry out the project successfully and shall be in good standing with the Maryland Department of Assessments and Taxation;
 - 2. The project shall help meet the goals and objectives set forth in Paragraph B of this section;
 - 3. The applicant shall demonstrate that the proposed activity shall provide maximum public benefit in relation to cost; and
 - 4. The applicant shall demonstrate the ability to leverage additional funds.
- E. Grants committee recommendations to Finance Committee.

The grants committee shall make recommendations to the Finance Committee for its consideration as part of the annual budget process.

(ord. O-14-08 Amended § 1, 2008)

(ord. No. O-54-11 Amended, § I, 1-23-2012; ord. No. O-7-14, § I, 12-22-2014; ord. No. O-7-15 Amended, § I, 4-27-2015)

6.16.070 - Non-profit organizations quarterly reports.

- A. All non-profit organizations receiving funding or grants under the community grant program from the City of Annapolis shall provide quarterly reports to the Finance Department within thirty days of the close of each quarter. Annual quarterly ending dates are September 30, December 31, March 31, and June 30. The Finance Department shall develop and provide the forms for a non-profit organization to use in preparing the reports this section requires.
- B. The Finance Department shall send a list of these non-profit organization quarterly reports to each City Council member on a quarterly basis. A City Council member may request an actual copy of one or more of the listed reports. Each non-profit organization which has submitted a quarterly report may be required to have a representative appear before the Finance Committee

Fiscal Policies

(September/February) to present an accounting of the use of City and its own funds and to answer questions as needed.

- C. Failure to comply with this section may result in the denial of subsequent community grant program funding.

(ord. O-23-08 Amended § 1, 2008)

(ord. No. O-7-14, § I, 12-22-2014; ord. No. O-7-15 Amended, § I, 4-27-2015)

DEBT ISSUANCE POLICIES

Resolution R-38-07, effective July 1, 2007, and amended with R-9-15 effective July 1, 2015, established the following debt policies for the City:

1. The City will not use long-term borrowing to finance current operations or normal maintenance.
2. Capital projects financed through the issuance of bonds and capital lease purchases shall not be financed for longer than the expected useful life of the improvements.
3. The City will not issue tax or revenue anticipation notes to fund governmental operations.
4. The City will not issue bond anticipation notes (bans) for a period of longer than two years. If the City issues a ban for a capital project, the ban will be connected to a long-term bond or redeemed at its expiration, but will not be rolled over.
5. The City will strive to increase its reliance on current revenue to finance its capital improvements. The City is committed to funding a significant portion of capital improvements on a "pay-as-you-go" (PAYGO) basis. Therefore, the City will strive to increase each year the percentage of its capital improvements financed by current revenues.
6. The City will pursue a policy of designating excess general fund balance over the target ratio amount of fifteen percent for the purpose of providing PAYGO funding for the capital improvement program.
7. The City will not establish a trend of using general fund equity to finance current operations. The City's general fund equity balance has been built over the years to provide the City with sufficient working capital and enable it to finance unforeseen emergencies without borrowing. Use of the general fund equity shall be done in accordance with the provisions of the financial administration policies contained herein.
8. The City code requires that the water and sewer enterprise funds debt service will be self-supporting. A formal rate study will be done every ten years, or as may be required by any trust indenture the City enters into in connection with revenue bonds, to ensure that the rates and fees will be sufficient to cover the debt service requirements as well as the operating costs. Additionally, rates and charges will be reviewed annually during the budget process to ensure ongoing compliance between formal rate studies.
9. The City will strive to not issue new bonds more frequently than once every two fiscal years.
10. As of the effective date of adoption of these policy guidelines, the City of Annapolis has no outstanding variable rate indebtedness, nor has it entered into any municipal derivatives contracts (i.e.; interest rate swap agreements). Prior to undertaking the issuance of variable rate debt or committing itself to any derivatives contracts, the City shall develop, in consultation with its

Fiscal Policies

financial advisor, appropriate policies and procedures to safeguard the financial interest of the City

DEBT RATIO POLICIES

There are several key debt ratios that investors and financial analysts use when reviewing a city's credit-worthiness. As part of its policy, the City of Annapolis has established an act of target and ceiling numbers which reflect the type of ratios used by the national credit rating agencies. The ceiling/floor number is, as appropriate, the absolute minimum or maximum ratio that the City administration will permit. The target number is the ratio the City intends to achieve through a prudent program of debt management.

A listing of the City's key debt ratios follows:

1. Debt as a Percentage of Assessed Value

The City will maintain its tax-supported debt at a level not to exceed a ceiling of three percent of the assessed valuation of taxable property within the City, with a target ratio of two percent. This ratio indicates the relationship between the City's tax-supported debt and taxable value of property in the City. It is an important indicator of the City's ability to repay debt, because property taxes are the primary source of city revenues used to repay tax-supported debt. A smaller ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

2. Debt Service as a Percentage of General Government Expenditures

The City will maintain its annual tax-supported service costs at a ceiling of twelve (12%) percent of the general fund expenditures, with a target ratio of ten (10%) percent. (tax-supported debt service costs are the costs for debt to be paid out of general public revenues, as opposed to water and sewer or other enterprise fund revenues.) This ratio is a measure of the City's ability to repay tax-supported debt without hampering other city general government services. A smaller ratio indicates a lesser burden on the City's operating budget.

Debt Payout Ratio

The City will maintain a ten-year payout ratio (i.e.; rate of principal amortization) for its tax-supported debt of not less than 55%. This ratio is a measure of how quickly the City retires its outstanding tax-supported indebtedness. A higher payout ratio preserves the City's capacity to borrow for future capital needs.

FINANCIAL ADMINISTRATION POLICIES

Resolution R-38-07, effective July 1, 2007, and amended with R-9-15 effective July 1, 2015, established the following financial administration policies for the City:

Unassigned General Fund Balance as a Percentage of Government-Wide expenditures

The City will maintain an unassigned general fund balance at a level not less than a low of ten percent and a target of fifteen percent of government-wide expenditures.

If the City Council, upon the recommendation of the City's mayor and finance director, wishes to appropriate unassigned general fund balance such that the amount would fall below its target of 15% of government-wide expenditures, such an appropriation will require an affirmative super-majority (majority plus one) of the City Council.

Fiscal Policies

If the City Council, upon the recommendation of the City's Mayor and Finance Director, wishes to appropriate unassigned general fund balance such that the amount would fall below its minimum threshold of 10% of government-wide expenditures, such appropriation must be accompanied by a reserve replenishment plan that restores the fund balance to its minimum level within the subsequent three fiscal years. The appropriation from reserves and the reserve replenishment plan will both require an affirmative super-majority vote (majority plus one) of the City Council.

Budget Stabilization Fund

The City shall establish a budget stabilization fund (BSF) within the assigned portion of general fund balance. At the close of each audited fiscal year, the BSF shall receive one-half (50%) of any prior year operating surplus as calculated as part of the prior fiscal year audit. Balances in the BSF will be allowed to accumulate until they reach an amount equal to 3% of government-wide expenditures. If the BSF reaches the maximum 3% level, the portion of any surplus normally allocated to the BSF reaches the allowed to fall unassigned fund balance, which may be appropriated by City Council for any one-time expenditure. Balances in the BSF are available for appropriation by the City Council for any purpose of city government by simple majority vote.

Capital Reserve Fund

The City recognizes that continued, periodic reinvestment and maintenance of capital infrastructure is critical to maintaining the quality of life for residence and business and minimizing the additional cost associated with deferred maintenance. Furthermore, the City recognizes that funding capital maintenance and capital improvements should have an annual, on-going funding mechanism in addition to the use of one-time monies and prudent use of long-term borrowing to fund capital expenditures.

As such, the City shall establish a capital reserve fund that will be funded as follows:

1. The initial funding for the capital reserve fund shall come from a one-time commitment of \$5 million that represents monies that currently exist in general fund balance over and above the City's unassigned fund balance policy.
2. Direct funding for the capital reserve fund shall come from 50% of any annual operating surpluses in the City's governmental funds, so long as the City's 15% unassigned fund balance target is being met.
3. In addition, the City may determine that it wished to dedicate future revenue sources (whether one-time or ongoing) to the capital reserve fund, so long as the City's 15% unassigned fund balance target is being met.

The capital reserve fund shall be accounted for separately from the City's unassigned fund balance.

Monies in the capital reserve fund shall be appropriated by the City Council only for:

1. Payment of debt service that was incurred for capital projects;
2. To directly fund capital expenditures; or
3. Other one-time, non-recurring expenditures.

Fiscal Policies

Quarterly Budget Monitoring and Reporting

The City Finance Director shall prepare a quarterly report and analysis regarding actual revenues and expenditures for the fiscal year, which shall include comparisons to the estimates contained in the adopted budget and to similar points in time for the prior fiscal year(s). The report shall include any recommendations for budget amendments that may be required. The quarterly report shall be reviewed promptly by the finance committee and shall be provided to the full City Council at the next scheduled meeting.

Comprehensive Financial Plan

The City shall prepare and annually update a multi-year comprehensive financial plan, which is to be submitted and reviewed during the annual budget process. The plan will integrate the operating and capital budgets, such that, the incremental operating costs associated with new capital projects may be incorporated into the operating budget. The multi-year plan does not intend to supersede the annual budget adopted by the City Council. The purpose of the multi-year plan is to provide near-to-medium term perspective on how current year budget decisions might affect the City's financial health in future years.

Strategic Plan

“A strategic plan is an instrument for aligning an organization, such as a city government, to anticipated changes in its political, social, economic, or demographic environment. While a long-range plan focuses on managing existing projects and activities, a strategic plan positions a city government to meet the evolving needs of the community by focusing on projects and activities that should be provided in the future.”

- University of Maryland
Institute for Governmental Service and Research

In partnership with the University of Maryland’s Institute for Governmental Service and Research (IGSR) the City completed a Strategic Plan in late 2012. The process required input from the Mayor and City Council, the City Manager, department directors and the City’s external stakeholders who participated in focus groups and interviews. With input from all these groups, strategic issues were identified and actionable goals were established to address these issues. The City’s vision, mission, issues and goals are identified in the section below.

Since its completion, the Strategic Plan has served to inform departmental goal-setting and budgeting discussions. The Strategic Plan Issues and Goals were incorporated into the *Capital Planning and Budget Policy* by which capital projects are ranked and prioritized for funding. Its recommendations were incorporated into the City Manager’s Annual Report and departmental Business Plans released at the end of 2013.

VISION:

Annapolis is Maryland’s dynamic, culturally diverse capital city, renowned for its history and maritime amenities and is a safe, healthy, sustainable place to live, work and visit.

MISSION:

The City of Annapolis delivers comprehensive high quality services to a diverse population of residents, businesses, and visitors through a broadly representative, accessible, and accountable city government recognized for its professionalism, stewardship of resources, and efficiency.

ISSUES AND GOALS:

A strategic plan should provide a blueprint for how an organization will manage the strategic issues it faces. The first step in developing the blueprint is to establish goals that must be achieved to manage the strategic issues. For each of the three key strategic issues, the strategic planning team identified three goals. For each goal, a set of objectives was developed and specified in terms of actions that need to be completed for the goal to be achieved. The goals and actions for each issue follow.

Strategic Plan

Issue 1: *The need to match service delivery to resource constraints*

Goal 1: Optimize operating capital

Action 1: Identify untapped or under-tapped revenue sources and incorporate into budget

Action 2: Obtain full compensation for services to nontaxable entities

Goal 2: Give funding priority to core services

Action 1: Identify core services and service levels

Action 2: Incorporate core service priorities into budget process

Goal 3: Increase efficiency of operations, processes, and services

Action 1: Identify opportunities to reduce cost per unit of output or improve quality of output at same cost per unit

Action 2: Explore opportunities for cost savings and increased efficiencies through technology

Action 3: Explore opportunities for cost savings through optimization and/or contracting out

Issue 2: *The need to diversify input to the City Council*

Goal 1: Improve City Council meetings to facilitate/encourage resident input from different perspectives

Action 1: Improve Flow of Council meetings

Action 2: Explore new ways for public to access Council meetings

Action 3: Hold Council work sessions in non-traditional locations in each ward

Goal 2: Offer additional forums for residents to provide input to Council

Action 1: Hold outreach meetings

Action 2: Broaden participation in City commissions

Goal 3: Improve and expand Council communication and interaction with residents

Action 1: Engage, support, and network with community associations and neighborhood leaders

Action 2: Create centralized input system for residents' concerns, comments, and complaints

Action 3: Promote a customer-service attitude in relationships with residents

Action 4: Improve dissemination of City government information to residents, especially those not reached by online content

Strategic Plan

Action 5: Use technology to record and broadcast/share public information

Action 6: Increase publicity and outreach efforts with information on City government issues and involvement

Action 7: Offer public information and outreach materials in Spanish

Issue 3: *The need to promote housing and employment opportunities for lower/middle income levels*

Goal 1: Promote workforce development

Action 1: Increase collaborations with businesses, Chamber of Commerce, educational institutions, government entities, economic development corporations, and housing authority

Action 2: Expand City's Science, Technology, Engineering, and Math (STEM) cooperation/internship program

Action 3: Develop/expand internship programs in City departments

Goal 2: Increase job opportunities

Action 1: Partner with lending institutions to develop lending opportunities for businesses

Action 2: Explore providing City tax incentives for creating jobs

Action 3: Explore other evidence-based best practices and strategies for creating jobs and growing the Annapolis economy

Goal 3: Improve housing opportunities for residents of public housing and lower/middle income levels

Action 1: Expand affordable housing units within new developments

Action 2: Adopt and implement legislation and regulations that encourage a diverse housing stock

Action 3: Partner with lending institutions to develop lending opportunities that facilitate home ownership, including more inclusive non-traditional forms of lending

The *City of Annapolis Strategic Plan* (2012) is posted on the City website.

Performance Measurement

The City began collecting performance measurement data in FY2011, working with ICMA's Center for Performance Measurement. Using the methodology and system created by ICMA, the City collected 101 performance measurements. This allowed the City to benchmark its performance against the same performance measurements of hundreds of other local governments.

The City submitted a second year of performance data for FY2012, and submitted its third year of data on October 1, 2013 to reflect FY 2013. The FY 2013 data is "raw", meaning it was not certified by ICMA until early 2014 and comparison jurisdiction data won't be available until summer 2014. However, including the raw FY13 data allows the City to observe three years of operational performance.

Performance data is collected for the following functional areas:

1. Code Enforcement
2. Facilities Management
3. Fire and EMS
4. Fleet Management
5. Highways and Road Maintenance
6. Human Resources
7. Information Technology
8. Parks and Recreation
9. Permit Services
10. Police Services
11. Procurement
12. Risk Management
13. Solid Waste

Using Performance Measurement as a Management Tool

The City has utilized the Performance Measurement data in several ways. First, the exercise of data reporting has shown certain areas where the data collection practices and systems are weak and could be improved to facilitate more accountable management. Second, it has shown where the City's performance is above or below benchmarks and where different or improved management practices may be indicated to improve performance. Third, it quantifies the results of changed management practices. The results and lessons of performance measurement are discussed accordingly by functional area in the Departmental Operating Budgets sections.

Budget Development Process, Timeline and Guiding Factors

Process

Budget Adoption:

The City Code requires that the Mayor submit a proposed budget (for all funds except the Internal Service Fund, the Pension Trust Fund and the Special Revenue Fund) to the City Council no later than the second Monday in April of each year for the fiscal year commencing the following July 1st. The Finance Committee makes recommendations on the budget to the full City Council. The City Council conducts public hearings on the budget. No later than June 30th, the budget is legally enacted through passage of a budget ordinance which establishes spending authority by fund for the operations of the City. The level on which expenditures may not legally exceed appropriations is the fund level and budget revisions at the fund level require City Council approval.

Budget Revisions:

Procedure for Changes: It is necessary to have a document which sets forth each request for a change to the budget. A Budget Revision Form serves this purpose. This form specifies which budgets, by account, are being changed and by how much. It also provides an explanation of and a justification for the transaction or circumstances that have necessitated the budget change(s). Also required on the form are the signature of the department director making the request and the signature of the Finance Director affirming the sufficiency of funds supporting the change.

Approval for Changes: Because it is the City Council that establishes the original operating budget, it is the City Council that must approve changes at the fund level. Members of the Council are appointed to the Finance Committee to do the business of hearing requests for budget changes, evaluating them, and making recommendations to the Council with regard to them.

Budget Basis:

The budgets of general government type funds are prepared 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 Comprehensive Annual Financial Report (CAFR) is prepared on the basis of Generally Accepted Accounting Principles (GAAP). In most cases this conforms with the way the budget is prepared, with the following exceptions. In the General Fund, the budget basis differs from GAAP in that the budget basis reflects encumbrances as the equivalent of expenditures. GAAP reflects encumbrances only as reservations of fund balance. Also, under the budget basis, interfund transfers are considered the equivalent of revenues and expenditures of the affected funds. In addition, new capital leases are recorded as expenditures and other financing sources only on a GAAP basis. The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

The enterprise funds (Water, Sewer, Off Street Parking, Transportation, Stormwater Management, and Refuse) are budgeted 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.

Budget Development Process, Timeline and Guiding Factors

Timeline

December 2016:

- **December 5:** Budget Message and Instructions sent to department directors. Capital Budget Instructions to Departments.

December 2016:

- **December:** Finance Department prepares: Revenue and Payroll & Benefit Estimates
- **December:** Capital Budget Submissions due to City Manager

January 2017:

- Capital Budget Requests to Capital Working Committee for preliminary review and ranking
- Proposed budgets; updates to departmental descriptions, goals, services, organizational charts, etc; and contractual employee justifications are due to City Manager.
- Finance Department compiles and prepares preliminary budget proposals for City Manager review.
- City Manager review of preliminary budget proposals.

February 2017:

- **Early February:** City Manager submits the City Manager Proposed Budget to the Mayor.
- **February:** Capital Working Committee completes rankings and forwards proposed Capital Budget to the Steering Committee.
- **Late February:** Capital Steering Committee prepares and finalizes recommendations to the Mayor

March 2017:

- **March:** Capital Steering Committee forwards recommendations to the City Manager and Mayor.
- **March 20-31:** Refine Budget and prepare State of the City Address.

April 2017:

- **April 3:** Mayor presents State of the City Address and Budget to the City.

March 2017 – May 2017:

- Finance Committee increases number of meetings in order to discuss and gain information on the Proposed Budget. Departmental staff present to Finance Committee upon Committee request.
- Finance Committee and Council hold public hearings on the Proposed Budget.
- Financial Advisory Commission adds meetings to their schedule to discuss the Proposed Budget.

May 2017:

- **May 1:** Financial Advisory Commission submits a commentary report on the Proposed Budget to the Finance Committee and City Council.
- **May 8:** Finance Committee presents their formal Budget Report, with recommendations, to the full City Council.
- **May 8-June:** City Council Deliberations

June 2017:

- **June 19:** The Proposed Operating Budget is presented to the City Council for adoption.

July 1, 2017:

- Fiscal year 2018 begins.

Budget Message and Instructions

Fiscal Year 2018

To: Department Heads
From: Bruce Miller, Finance Director
Through: Thomas Andrews, City Manager
Date: November 18, 2016
Subject: Fiscal Year 2018 budget

INTRODUCTION:

While it is the administration's goal to deliver a level service budget, it is expected that the same fiscal constraints experienced during recent years will influence the upcoming budget. The primary issue continues to be the uncorrelated relationship between revenues and expenditures- simply put, expenditures continue to grow faster than revenues.

With the exception of real-estate taxes which can be influenced by tax rate policy, the remaining revenue categories contained within the budget, predominately local and inter-governmental receipts remain relatively static. Although real estate values are expected to increase as part of the City's tri-annual valuation and therefore potentially increase the tax levy, conversely, expenditures are also expected to outpace revenues. Expenditure growth is outlined below.

One area that continues to put pressure on the budget is salary and benefits. Even without a cost of living adjustment, salaries increase on average between 2.5% and 3% because of annual step increases- each step is approximately 5.3%, therefore, depending upon how many employees qualify for a step increase and when the step is applied, annual salaries will change accordingly. Not only do changes in payroll impact salaries, these changes then trickle down and impact City paid benefits that are directly tied to salaries, such as; the City's pension contributions and the City's share of payroll taxes. Although the City's Fire and Police pension payments reached the 18% contribution rate in FY 2017, both state and City pension payments will increase as the result of step increases. Another benefit that continues to grow is the City's health care. Health care in the United States on average has increased approximately 10% annually. Although the new premium has not been calculated to date, based on preliminary indications it is expected that the City's health insurance premiums may increase in the range of 4%.

Other expenditure categories that continue to put stress on the operating budget include; worker's compensation payments, general liability insurance, technology costs and increases in contract services.

City of Annapolis; FY 2018 Budget Message

As the above summary suggests, preparing a balanced budget while maintaining current service and staffing levels will have its challenges, let alone efforts to add funds for new initiatives. Because of these constraints your attention to cost saving steps, efficiencies or revenue enhancements should be raised for consideration. Accordingly, if your department has recommendations that may provide budgetary solutions, please outline them in your submission. It is the intent that the FY 2018 will continue with program budgeting.

INSTRUCTIONS:

The following are the instructions and forms that must be completed as part of the FY 2018 budget.

- Program Sheet (Schedule A)

Please be aware that this form has been edited for the FY 2018 budget process. Beyond formatting changes, there are two new sections, being; performance measurements and the number of units sections. At least one performance measurement should be identified. It is important that this measurement can be quantified; otherwise it can not be used as a measurement. The number of units provided or served is also required to be identified as this provides the ability to calculate the unit cost for each program. Complete each **non-shaded** section of the schedule.

- Program Budget (Schedule B)

Develop a budget for each program the department provides based on level service as compared to FY 2017- no additional costs or enhancements. The program budget schedule should provide a detail budget, by line number, for each program. In addition to the budget compilation, this schedule also identifies the full time equivalents for each program.

All budgets must be built using the zero-based budget approach. Zero-based budgeting requires that each line number provide substantiation equaling the total amount for each budgetary account.

Once each program budget, with the zero-based substantiation, is completed the amounts should then be aggregated and entered into the Munis budget module-see below.

Make sure that the compensation plan accurately reflects exempt, non-exempt and contract positions.

- Grant Budget (Schedule C)

- Ongoing Operating Grants

- Recognizing that departments receive ongoing **operating grants**, it is imperative that these grants be captured in the City's budget appropriation process. Please

make sure that if ongoing grants are being submitted that the grant agreement is current and runs for the duration of the fiscal year. If not, the appropriate allocation must be made otherwise the general fund budget will be short. Grants typically are allowed to be expended over multiple years and as such are accounted in multi-year funds; therefore they need to be accounted for outside the general fund and within distinct grant funds. Like any expenditure, all grants must be approved and appropriated by the City Council. In order to accomplish this, the expense is captured in the appropriate budgetary line number with an off-setting (contra-expense) which nets the grant expense to zero within the general fund or within an enterprise fund if appropriate. The grant revenue is only reflected in the grant fund. Therefore, if a department receives a grant on a regular basis, submit a separate grant budget. See below:

- Provide expected revenue amount
- Detailed, zero-based, budget by program which needs to match the budget to a program. If a separate program, please identify as such.
- If the grant has payroll associated with it, then each position/person must be identified. In order to ensure that salaries and associated benefits are accurately calculated and reflected to the appropriate line number, **Accounting / Finance must compile a payroll schedule** which must be part of the final budget submission.

Capital Grants

Capital grants should be included with the Capital Improvement Plan and submissions.

- **Organization Chart (Schedule D)**
Provide an organization chart for your department- update where/when necessary.
- **Munis Department Budget (Munis Budget Instructions; Schedule E)**
Using the aggregated program budgets and zero-base documentation per above, enter the information into the Munis budget module.
- **Program Service Delivery (Schedule F)**
Identify at least one service that can be delivered by another entity which will reduce the City's cost of service.
- **Program Reduction (Schedule G)**
Identify programs that can be eliminated and/or reduced that do not impact the City's core service levels.
- **Revenue Enhancements and Fee / Rate Review (Schedule H)**
Each program should be reviewed to ascertain the cost of providing the service. Based on this outcome, the cost should then be compared to the fee and/or rate

structure in order to ascertain that the City is charging the appropriate fee and/or rate. Additionally, if a fee/rate is not being charged then the department should make a recommendation.

- **Enhancement Requests (Schedule I)**

Enhancements should be submitted separately. Enhancements should provide a narrative explaining the initiative along with a cost benefit analysis. In order to consider the enhancement, it is important to understand the operational improvements, increased efficiencies and effectiveness, which the initiative offers plus the expenditure offsets or increases, if appropriate.

Do not include any enhancements to the department's original budget submission. They will be considered independently.

- **Contractual Employee Justification (Schedule I)**

It is a City policy, R-8-11, that if a contract employee is included in a department budget after two years, then each year thereafter the department must submit justification to continue the position. In summary, the purpose of a contract employee is to provide a service on a temporary basis; e.g., less than two years.

- **Housekeeping items**

- Make sure that department descriptions, services and other related items agree with the published annual reports. If any changes are required, please submit any recommendations to Nicole Pletzer- see below.
- Submissions of all schedules must be made by December 19, 2016.
- Submissions are to be made electronically to Nicole Pletzer with hard copy sent via interoffice mail.
- Expect that program write-ups will be reviewed prior to the December 19th deadline.
- Prepare goals linked to the budget and provide as part of the budget submission.
- Provide year-to-date activity for the performance measurements outlined in the FY 2017 budget as part of the budget submission.
- Please address any questions to either of the following at extension 7952:
 - Bruce Miller; btmiller@annapolis.gov
 - Melissa Leaman; msleaman@annapolis.gov
 - Nicole Pletzer; njpletzer@annapolis.gov

Thank you,

Bruce T. Miller
Finance Director

State of the City Address

As noted in the Budget Process and Timeline, the Mayor presents his Mayor's Proposed Budget to the City Council in April as part of the annual State of the City Address. The following pages contain Mayor Pantelides' FY 2018 State of the City Address and Proposed Budget speech as outlined in his PowerPoint presentation.

City of Annapolis

State of the City Address and Fiscal Year 2018 Budget Presentation

April 3, 2017

What a great opportunity it has been to serve as the Mayor of Annapolis for the past three years!

We took a financially distressed city three years ago... made some tough decisions ... and made sure we put our city back on solid financial footing.

Our efforts resulted in two upgrades to our city's bond rating in just the past three years.

I saw a real need to stop the financial hemorrhaging and get us back on track, so we could recoup the money we were losing to poor choices and bad policies.

There was a better way to run the city, so we came up with better choices and stronger policies.

With bipartisan support, we got rid of the excess, reorganized city government, and got comfortable with doing more with less.

I give my department directors a great deal of credit when it comes to doing more with less due largely to their commitment to our residents. Would you please stand and be recognized.

Tonight I am submitting a \$107.5 million budget, a \$4.2 million increase over last year's budget... and I am here to tell you the state of the city is strong.

This budget includes:

- A tax rate cut
- New hires in the police department
- Reintroducing a 1% COLA for employees, subject to collective bargaining
- More money for sidewalks and repaving projects
- A decrease in the solid waste fee

More on those items and more in just a few minutes... But before we look ahead, let's take a moment and look back at what we have accomplished.

Three years ago I promised to spend within our means... and we have done that. We were even able to:

1. Lower solid waste fees each year for a total of a 31.25% decrease over three years
2. We maintained the city's AA+ rating from the Fitch and Standard & Poor's Rating Agencies with Moody's Investors Service giving Annapolis an upgrade because of our city's strong financial management
3. Balanced three budgets resulting in a surplus each year, and
4. We passed three budgets with no increase to the real property tax rate

State of the City Address

With the help of City Council, we have accomplished much in the past three years, and we did it in a largely bipartisan manner.

I want to thank the City Council for their ongoing dedication to our residents and for helping me to promote my priorities as the mayor, which includes:

- Financial Stability
- Public Safety
- Environmental Sustainability
- Economic Development,
- and Putting Annapolitans First!

More about Financial Stability of our city

1. One of the fiscal priorities was to replenish the fund balance to a healthy level. Once we accomplished that, I looked for innovative ways to secure new funding sources:

- At my request, the Fire Department secured a SAFER grant, which allowed us to hire 12 new firefighters
- Last year I secured \$1 million from Governor Larry Hogan for flood mitigation, which will pay for the preliminary design phase of our project to address nuisance flooding at City Dock.
- We received \$345,000 for Capital Safe Streets funding, which is double our average annual allocation
- I recently asked the Governor for additional PILOT funding, as we are still in great need of funding to meet the public safety and basic public works obligations as the Capital of Maryland. We are still working with the Governor and General Assembly and I am hopeful we will see funding through the Governor's supplemental budget.

I pledge that the city will continue to be fiscally responsible and our programs and policies will continue to address the needs of our residents!

Public Safety - At my inauguration in 2013 I made a pledge to focus on solutions to drug abuse and crime.

I have listened to the needs of our community and over the past three years have made sure public safety is adequately funded and the programs are in place to ensure success.

I made a pledge to find solutions to the heroin epidemic and related drug abuse in Annapolis. The city has been, and continues to work with Governor Larry Hogan and County Executive Steve Schuh to make this one of the top priorities for our law enforcement teams.

Meanwhile... members of the Annapolis Police Department and I remain active on the County Executive's Heroin Task Force and are committed to keeping our children and citizens safe from these dangerous drugs and the terrible consequences that affect all families...with the goal to get these criminals out of our neighborhoods and out of our city!

I am also working with our State's Attorney, Wes Adams, to better coordinate our officer's presence in the courtroom, so we can keep our officers on the street, protecting our citizens.

Most recently I made a change at the Annapolis Police Department because while I saw the criminals being arrested, I wanted to see aggressive steps to prevent the crimes from occurring.

We received 72 applications for the new Chief of Police, formed a Blue Ribbon Panel to interview 10 candidates, and in turn, recommending 4 finalists to me and the City Manager.

1. Meanwhile:

a. I secured the most money ever granted from the state for our Safe Streets Program, with the funds going directly to our neighborhood policing efforts

State of the City Address

b. I requested the transfer of \$125,000 to go directly to additional security cameras around HACA properties

c. I requested and City Council recently approved a transfer of \$1.25 million for additional police officers and additional security cameras around the city this year.

d. While funding sources are secured... I want to report that the APD seized a record number of handguns this year and we implemented a police body-worn camera pilot program and just recently selected Taser as the provider firm, with delivery in early May and deploying body worn cameras in mid-May.

We know that more police and cameras by themselves will not solve the problem...so we made changes to HACA by nominating new commissioners.

Under this new leadership, HACA has a new banning policy, and a stronger cooperation with the community. Allowing the criminals to sell drugs and frequent the community is no longer acceptable... and we will work diligently to make every community in Annapolis safe, no matter what the street address is.

Environmental Sustainability – I understand the need for environmental guidance and the importance of making environmental sustainability a focus for future generations. That's why:

1. City Council passed a Forest Conservation Ordinance supported by local environmentalists
2. We implemented Annapolis' first conservation easement since 2003, adding the 2.5 acre conservation easement on the Bay Village Assisted Living property
3. We created a Watershed Improvement Plan to meet federal requirements... and
4. Working with the South River Federation, the Spa Creek Conservancy, the Chesapeake Conservancy, and the Department of Natural resources we have started numerous stream restoration projects,

Economic Development - as Mayor I am trying to offer new ways to breathe life into our downtown area:

1. The old Fawcett building has started construction and Mission BBQ moved into the historic Stevens building

All of this was taking place, while vibrant changes were also occurring in West Annapolis, Eastport and Upper West Street.

Other economic development highlights in the city:

1. We have opened or expanded 403 businesses in the past three years
2. Reorganized government to streamline development review, inspections and the permitting process
3. Reaffirming our commitment to the maritime industry.
4. Right-sized government's role in economic development by sharing resources with the county and creating an Economic Development Manager to represent Annapolis
5. We launched an Economic Strategic Action Plan which contains a roadmap for Annapolis' economic development efforts.

State of the City Address

6. The city dock bulkhead rehabilitation work was done on time and under budget.

Meanwhile....finding a place to park quickly and efficiently is part of that experience. That's why last year I signed a contract with SP+ to comprehensively manage all city parking services and offer modern options to parking.

Recently, SP+ has:

Installed multispace meter equipment downtown, enabling a more efficient payment and enforcement system, using the license plate as the credential.

Implemented mobile payments for On-Street parking at metered spaces throughout the city. This feature affords users more choices and an easy parking experience.

Added a second vehicle and upgraded License Plate Recognition technology for a more accurate reading of license plates on vehicles that have been parked illegally in residential permit parking districts.

Implemented an online parking permit program allowing Annapolis residents to purchase annual parking permits online. There are no changes to permit prices and all major credit cards are accepted. An upgraded system and process will be introduced for Residential Permit renewals in June 2017.

Putting Annapolitans First means putting the needs of our residents in the forefront and we can only achieve that through listening. Some of the recent items that have a direct impact on residents include:

1. Passing a school Adequate Public Facilities Ordinance that helps to eliminate overcrowding
2. Hiring an African-American Liaison and a Hispanic Community Services Specialist to ensure that all voices are represented in government
3. Creating the first Hispanic bilingual television program that is aired on both City TV and our website
4. Working with Maryland Live! Casino to bring 150 immediate jobs to Annapolis residents and worked to get Annapolis residents to the jobs at the facility – Important to note that 20 people were hired on the spot during the interview process
5. Working with Alderwoman Rhonda Pindell-Charles to host the second annual Annapolis Job Fair at Pip Moyer Recreation Center
6. Insisting that all public housing units were inspected to ensure that all the rental properties across the city are held to the same standards– offering the same quality of life for all our residents
7. Nominating new members to the HACA Board of Commissioners which now represent the needs of the board, including a strong legal presence, someone with a vast professional business focus, a financial expert, and an independent thinker, who is a skilled community leader

What our residents don't always see... is the work being accomplished to keep the city moving forward and successful:

1. We have contracted with AECOM to develop three flood mitigation design concepts. These designs will address nuisance flooding downtown due to tidal fluctuations, conduct community outreach to downtown residents and business owners impacted by the flooding, and complete a Final Engineering
2. Recently, I walked door to door talking to each business along Dock Street to request data that is needed to submit a FEMA Grant that we applied for. The submission package amounted to 157 pages and included 16 appendices, in addition to a 40 slide PowerPoint presentation. This grant, if approved by

State of the City Address

FEMA, could provide the City with \$3M of the \$10 million we need, to implement the critical equipment that will minimize nuisance flooding in the historic downtown area.

In the next few months we will have a demonstration that has been used successfully in Baton Rouge and New York City to provide for flood protection.

3. We are ready to start construction of the Annapolis Renewable Energy Park after the

County and Board of Education voted unanimously to purchase power from the city

The energy park at the old landfill is environmentally, financially and economically rewarding and will:

Bring jobs to the area while supporting local businesses - We anticipate the Annapolis Renewable Energy Park will generate more than \$5 million in revenue to the city over the course of the 20-year lease term

Also important... this will become the new standard for others to follow as Anne Arundel County, Anne Arundel County Schools, and the City of Annapolis **advance** compliance with State mandatory renewable energy goals for local governments.

You will soon see the first of the 54,000 solar panels being installed on the old landfill.

This project, when completed, will be the largest solar project identified by the Environmental Protection Agency exclusively installed on a closed landfill in the United States.

So what new items will you see in the budget? You will see:

A. A 1/2 cent tax rate cut

B. 10 new police officers

C. You will see \$1 million for stormwater and stream restoration projects

D. There is a 1% COLA for all employees, subject to collective bargaining, effective January 1, 2018 along with a provision for health and pension benefits

E. I added money to repair sidewalks through a one-time use of FY16 surplus funds

F. And ... I am reducing the solid waste fee another 22% for a grand total of 46.3% over four years.

In dollars and cents, this means the average solid waste bill will be reduced over the course of the last four years from \$380 to \$204, per household-per year.

In conclusion, this budget is fair and allows us to move into the future without losing our historic appeal as we continue to build on our successes. Some of those include:

Opening the new water plant this year. The water production and the "Start-up Tests" phase of the project is underway, and it is expected this phase will be completed by the end of April. The current progress schedule shows the contractor completing the remaining work in late August or early September of 2017

We will begin the reconstruction of Main Street including re-bricking

We will be building a new pool with the proceeds from the Eisenhower Golf Course sale

We will be spending \$2 million to repaving City streets

We will be updating the bathroom facilities in the Harbormaster building

And we will be rehabbing the Truxtun Park tennis courts

This is a budget that takes into consideration the needs of our city as well as the priorities that I have defined as mayor.

State of the City Address

I am proud to say that we have made great strides during the past three years to ensure we remain financially strong, economically resilient, and environmentally sustainable, while making sure that we address the needs of all Annapolitans.

This year I will continue to rely on our residents input, through my open door sessions, by calling or writing to me, or by attending City Council meetings and expressing your opinions during the Public Comment segment or during public hearings.

I will work diligently to fulfill our obligations to the environment, while promoting a friendly businesses climate and promote smart land use.

And above all, the city will continue to offer quality services to our residents, no matter what their street address is, and endorse public safety initiatives that will ensure every Annapolitian is safe in our city limits.

Thank you for sharing this evening with me and I look forward to working with the Council to pass this budget and bring you the programs and services you deserve.

Changes from Proposed to Adopted Budget

The Mayor's State of the City Report is presented to the City Council and the Citizens of Annapolis as an accompaniment to the Mayor's Proposed Operating Budget and Proposed Capital Improvement Program. The State of the City Report highlights the Mayor's major initiatives and goals contained in the proposed budget for the upcoming year, focusing on the proposed property tax rate, organizational changes, and major capital projects. Once the Mayor's proposed budget has been presented to the City Council, the Council may then propose amendments to the Mayor's budget; these amendments are voted on during the City Council meeting at which the budget is adopted.

The Mayor's State of the City Report on the preceding pages includes projects and changes that the Mayor had incorporated into his proposed budget; some of these were modified, replaced, or eliminated by the City Council when the budget was adopted. The "Fiscal Year 2018 Budget Report of the Finance Committee of the Annapolis City Council" (May 8, 2017) provides further insight into changes from the Proposed to Adopted budget. Please see Appendix A to read the full Finance Committee report (with an attached report from the Financial Advisory Commission).

<u>Adjustments to Revenues</u>	FY 18 Mayor Proposed	FY 18 Adopted	Change: Increase / (Decrease)	Reason
Changes to GENERAL FUND				
Real Estate Taxes	41,718,356	42,042,256	323,900	City Council reversed the decrease in Real Estate Tax as proposed by the Mayor's budget.
Local Receipts: Building	787,500	909,000	121,500	Increase based on prior year revenue trends
Culture & Recreation: Latchkey	1,820,000	1,835,000	15,000	Increase to revenue based on increase to Fee Schedule
Total Change to General Fund			460,400	
Changes to WATERSHED RESTORATION FUND				
Charges	1,000,000	1,500,000	500,000	Increase in Watershed Restoration Fee with additional proceeds to be
Changes to PARKING FUND				
Miscellaneous	0	47,000	47,000	Increase in revenue as a result of additional signage
TOTAL Change to Enterprise Funds			547,000	
Total PROPOSED Revenues			105,850,219	
Total Change			1,007,400	
Total ADOPTED Revenues			106,857,619	

Changes from Proposed to Adopted Budget

Adjustments to Expenditures	FY 18 Mayor Proposed	FY 18 Adopted	Change: Increase / (Decrease)	Reason
Changes to GENERAL FUND				
Planning & Zoning: Salary & Benefits	3,395,659	3,480,659	85,000	Re-Addition of Small and Minority Business Liaison position
Latchkey: Rents & Leases	37,000	52,000	15,000	Increase to cover additional rent to be charged for Latchkey locations
Special Projects: Contributions	298,000	334,500	36,500	Increase in amount to provide for Community Grants
TOTAL Change to General Fund			136,500	
Changes to WATERSHED RESTORATION FUND				
Charges	1,000,000	1,500,000	500,000	Increase in Watershed Restoration Fee with additional proceeds to be used for Capital Improvements
Changes to PARKING FUND				
Parking: Bond Principal	599,365	646,365	47,000	Increase in Bond expense as a result of additional CIP project for signage
Total PROPOSED Expenditures			105,329,562	
Total Change			683,500	
Total ADOPTED Expenditures			106,013,062	
ADOPTED Surplus			\$ 844,557	

All Funds Summary

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues and expenditures/expenses. 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 resources except those required to be accounted for in another fund.

Enterprise Funds – the 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. Individual operations which the City of Annapolis has designated as Enterprise Funds include Water, Sewer, Parking, Transportation, Watershed Restoration, and Refuse funds. A description of the individual activities of each Enterprise Fund is given later in this section.

The following tables and charts offer varying summaries of the FY 2018 Adopted Budget for the General and Enterprise Funds.

<u>FY 2018 Adopted Revenues & Expenditures by FUND</u>	Revenues	Expenditures	Surplus/(Deficit)
General	\$ 74,476,051	\$ 74,141,524	\$ 334,527
Water	7,743,600	7,739,676	3,924
Sewer	8,709,000	8,692,706	16,294
Parking Fund	7,841,000	7,799,573	41,427
Transportation	3,774,568	3,689,734	84,834
Stormwater Management	1,500,000	1,209,899	290,101
Refuse	2,133,400	2,063,117	70,283
Sidewalk	680,000	676,833	3,167
GRAND TOTAL	\$ 106,857,619	\$ 106,013,062	\$ 844,557

All Funds Summary

FY 2018 Adopted Revenues by TYPE	FY 2018 Adopted	% of Total Revenues
Taxes	\$ 45,716,406	42.78%
Charges for Service	32,851,400	30.74%
Transfers / Interfund	11,529,635	10.79%
Intergovernmental	11,762,978	11.01%
License & Permits	3,005,000	2.81%
Money & Property	622,500	0.58%
Cap. Facility Fees	909,600	0.85%
Miscellaneous	244,500	0.23%
Fines & Forfeitures	215,600	0.20%
GRAND TOTAL	\$ 106,857,619	100.00%

FY 2018 Adopted Expenditures by TYPE	FY 2018 Adopted	% of Total Expenditures
Personnel	\$ 60,915,230	57.46%
Operating	17,647,876	16.65%
Debt Service	10,832,599	10.22%
Transfers Out	9,650,658	9.10%
Contingency & Ins	3,107,500	2.93%
Depreciation	2,466,200	2.33%
Retirement Costs	1,060,000	1.00%
Fleet Replacement	27,000	0.03%
Capital Outlay	306,000	0.29%
GRAND TOTAL	\$ 106,013,062	100.00%

All Funds Summary

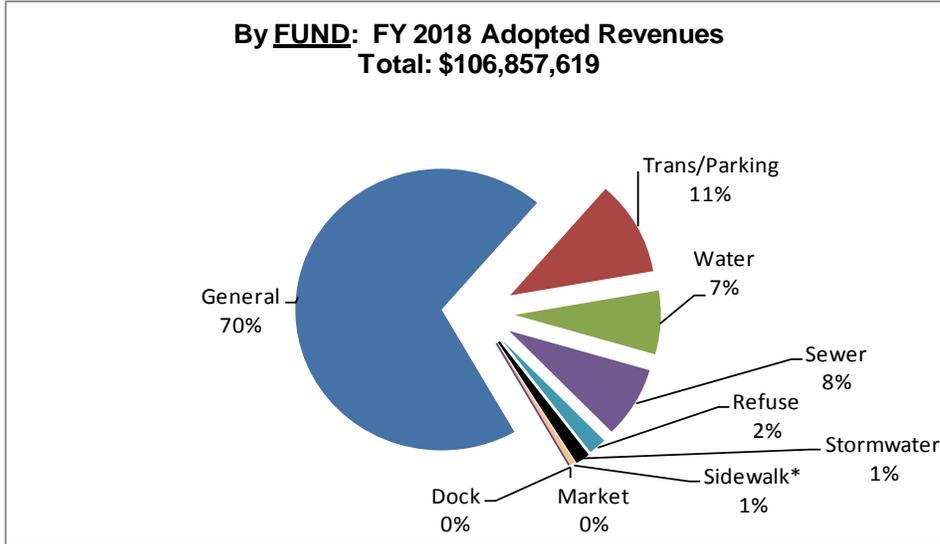
<u>Expenditures by Department</u>	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	% Change FY17 v. FY 18
Mayor & Aldermen	3,032,452	2,425,363	2,273,459	2,576,568	2,531,224	-1.76%
Economic Affairs	450,000	-	-	-	-	100.00%
Finance	3,972,849	3,887,938	3,903,346	4,498,874	4,361,500	-3.05%
Human Resources	896,882	864,229	715,778	733,370	778,568	6.16%
Special Projects**	-	-	-	432,009	491,623	13.80%
Planning and Zoning	1,423,018	1,308,853	1,814,851	1,982,811	3,787,409	91.01%
Police	15,456,175	15,609,712	16,682,300	16,914,461	18,733,702	10.76%
Parking Operations*	1,777,526	2,447,635	2,978,908	2,669,904	2,532,542	-5.14%
Fire	14,603,195	14,982,882	15,810,674	16,356,402	17,153,989	4.88%
Environmental Policy	2,420,127	2,311,062	2,019,814	2,083,872	451,912	-78.31%
Public Works	17,475,222	17,730,445	16,703,385	19,739,067	20,087,906	1.77%
Recreation & Parks	4,402,472	4,570,704	4,780,497	4,638,879	4,762,512	2.67%
Transportation*	3,899,173	3,361,769	2,638,661	2,822,743	3,196,219	13.23%
Debt Service	6,275,670	7,548,958	8,765,413	11,824,651	10,832,599	-8.39%
Depreciation	3,052,653	4,374,177	2,765,166	1,857,784	2,466,200	32.75%
Transfers Out	8,494,505	7,421,349	10,550,946	6,096,848	5,762,530	-5.48%
Intergovernmental	-	-	-	-	-	100.00%
Administrative	3,291,100	3,381,416	3,560,536	3,685,640	3,888,128	5.49%
Contribution to CIP	-	-	-	-	-	100.00%
Fleet Replacement	-	-	-	188,758	27,000	-85.70%
Contributions	410,466	261,793	249,000	-	-	100.00%
Contingency & Insurance	2,222,698	2,965,546	2,547,758	3,060,000	3,107,500	1.55%
Retirement Costs	1,662,229	1,635,739	1,309,717	665,000	1,060,000	59.40%
ENDING BALANCE	95,218,413	97,089,573	100,070,210	102,827,642	106,013,062	3.10%

* FY 2013 and 2014 Parking Operations expenditures are included under Transportation expenditures.

** Effective FY 2016 Special Projects formed as a combination of Mayor's Office Special Projects and Contributions

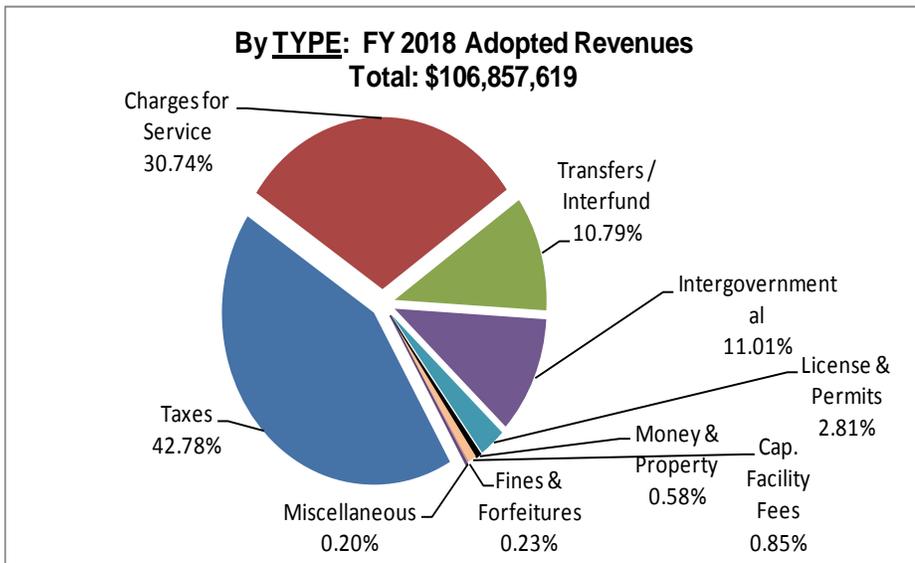
All Funds Summary

Pie Graphs: FY 2018 REVENUE Allocations



Fund	FY 2018 Budget	% Total
General	74,476,051.05	69.70%
Trans/Parking	11,615,568	10.87%
Water	7,743,600	7.25%
Sewer	8,709,000	8.15%
Refuse	2,133,400	2.00%
Watershed Restoration	1,500,000	1.40%
Sidewalk*	680,000	0.64%
Dock	-	0.00%
Market	-	0.00%
Total	\$ 106,857,619	100.00%

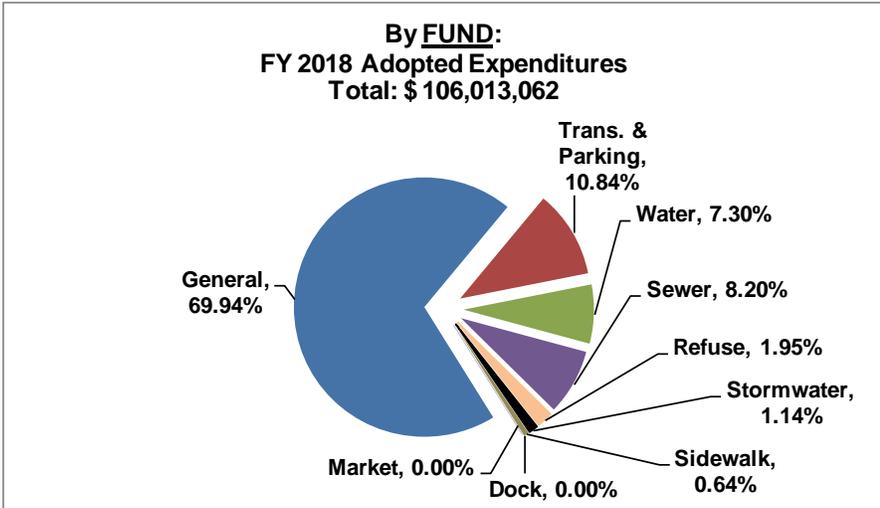
* All sidewalk revenue comes from a transfer from the General Fund to pay personnel expense



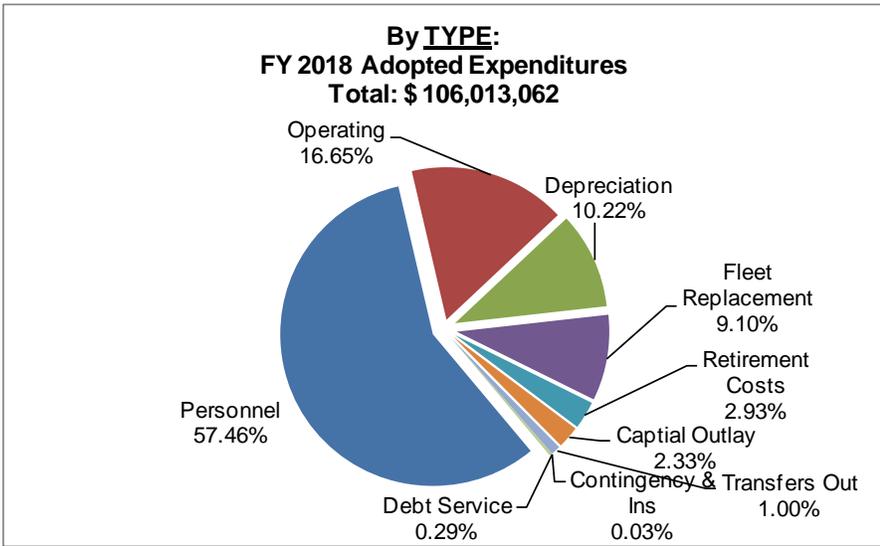
Type	FY 2018 Budget	% Total
Taxes	\$45,716,406	42.78%
Charges for Service	32,851,400	30.74%
Transfers / Interfund	11,529,635	10.79%
Intergovernmental	11,762,978	11.01%
License & Permits	3,005,000	2.81%
Money & Property	622,500	0.58%
Cap. Facility Fees	909,600	0.85%
Fines & Forfeitures	244,500	0.23%
Miscellaneous	215,600	0.20%
Total	\$ 106,857,619	100.00%

All Funds Summary

Pie Graphs: FY 2018 EXPENDITURE Allocations

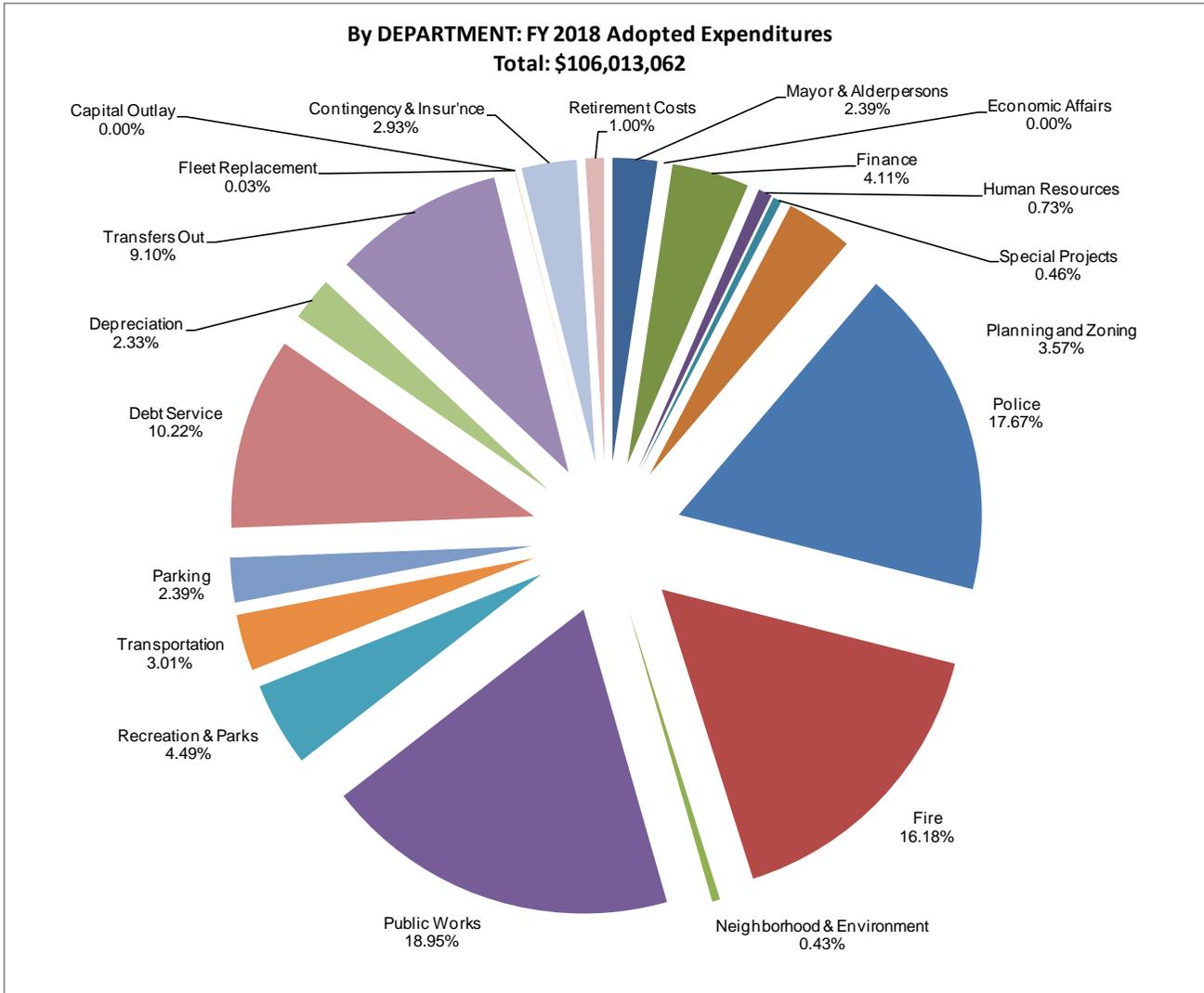


Fund	FY 2018 Budget	% Total
General	\$ 74,141,524	69.94%
Trans. & Parking	11,489,307	10.84%
Water	7,739,676	7.30%
Sewer	8,692,706	8.20%
Refuse	2,063,117	1.95%
Stormwater	1,209,899	1.14%
Sidewalk	676,833	0.64%
Dock	-	0.00%
Market	-	0.00%
Total	\$ 106,013,062	100.00%



Type	FY 2018 Budget	% Total
Personnel	\$ 60,915,230	57.46%
Operating	17,647,876	16.65%
Depreciation	10,832,599	10.22%
Fleet Replacement	9,650,658	9.10%
Retirement Costs	3,107,500	2.93%
Capital Outlay	2,466,200	2.33%
Transfers Out	1,060,000	1.00%
Contingency & Ins	27,000	0.03%
Debt Service	306,000	0.29%
Total	\$ 106,013,062	100.00%

All Funds Summary



All Funds Summary

Expenditures by DEPARTMENT	Budget FY 2018	% of Total Expenditures
Mayor & Alderpersons	\$ 2,531,224	2.39%
Economic Affairs	-	0.00%
Finance	4,361,500	4.11%
Human Resources	778,568	0.73%
Special Projects	491,623	0.46%
Planning and Zoning	3,787,409	3.57%
Police	18,733,702	17.67%
Fire	17,153,989	16.18%
Neighborhood & Environment	451,912	0.43%
Public Works	20,087,906	18.95%
Recreation & Parks	4,762,512	4.49%
Transportation	3,196,219	3.01%
Parking	2,532,542	2.39%
Debt Service	10,832,599	10.22%
Depreciation	2,466,200	2.33%
Transfers Out	9,650,658	9.10%
Capital Outlay	-	0.00%
Fleet Replacement	27,000	0.03%
Contingency & Insurance	3,107,500	2.93%
Retirement Costs	1,060,000	1.00%
ENDING BALANCE	106,013,062	100.00%

FY 2018 Adopted REVENUE Budget for All Funds

Revenues	General Fund	% of Total Gen. Fund Revenue	Enterprise Funds	% of Total Enterprise Rev.	Total per Revenue Type	% of Total Revenue
Taxes	\$ 45,716,406	61.38%	-	0.00%	\$ 45,716,406	42.8%
Licenses and Permits	2,952,000	3.96%	56,400.00	0.17%	3,008,400	2.8%
Fines and Forfeitures	215,600	0.29%	-	0.00%	215,600	0.2%
Money and Property	572,500	0.77%	50,000	0.15%	622,500	0.6%
Charges for Service	5,035,000	6.76%	27,732,000	85.64%	32,767,000	30.7%
Capital Facility Fees	-	0%	909,600	2.81%	909,600	0.9%
Miscellaneous	244,500	0.33%	81,000.00	0.25%	325,500	0.3%
Intergovernmental	11,290,410	15.16%	472,568	1.46%	11,762,978	11.0%
Transfers/Interfund Sources	8,449,635	11.35%	3,080,000	9.51%	11,529,635	10.8%
Total	\$ 74,476,051	100.00%	\$ 32,381,568	100.00%	\$ 106,857,619	100.00%

All Funds Summary

FY 2018 Adopted EXPENDITURE Budget by Department for All Funds

Expenditures	General Fund	% of Total Gen. Fund Expend.	Enterprise Funds	% of Total Enterprise Exp.	Total per Expenditure Type	% of Total Expend.
Mayor & Aldermen	\$ 2,531,224	3.41%	-	0	\$ 2,531,224	2.39%
Economic Affairs	-	0.00%	-	0	-	0.00%
Finance	4,111,500	5.55%	-	0	4,111,500	3.88%
Human Resources	778,568	1.05%	-	0	778,568	0.73%
Special Projects	491,623	0.66%	-	0	491,623	0.46%
Planning and Zoning	3,787,409	5.11%	-	0	3,787,409	3.57%
Police	18,733,702	25.27%	-	0	18,733,702	17.67%
Fire	17,097,989	23.06%	-	0	17,097,989	16.13%
Neighborhood & Environm't	451,912	0.61%	-	0	451,912	0.43%
Public Works	8,090,315	10.91%	11,757,591	36.89%	19,847,906	18.72%
Recreation & Parks	4,762,512	6.42%	-	0.00%	4,762,512	4.49%
Transportation & Parking	-	0.00%	5,728,761	17.97%	5,728,761	5.40%
Debt Service	5,751,270	7.76%	5,081,329	15.94%	10,832,599	10.22%
Depreciation	-	0.00%	2,466,200	7.74%	2,466,200	2.33%
Transfers Out	3,080,000	4.15%	6,070,658	19.05%	9,150,658	8.63%
Capital Outlay	306,000	0.41%	740,000	2.32%	1,046,000	0.99%
Fleet Replacement	-	0.00%	27,000	0.08%	27,000	0.03%
Contributions	-	0.00%	0	0	-	0.00%
Contingency & Insurance	3,107,500	4.19%	-	0.00%	3,107,500	2.93%
Retirement Costs	1,060,000	1.43%	0	0	1,060,000	1.00%
Total	\$ 74,141,524	100.00%	31,871,539	100.00%	\$ 106,013,062	100.00%

All Funds Summary: History

Summarized in the following tables and graphs is a look at City-wide revenues and expenditures over time.

FY 2014 through FY 2016 numbers do not include grant revenues or grant-funded expenditures. Starting in FY 2013, grant revenues and expenditures will be separately appropriated one-by-one as they are received throughout the fiscal year. All prior years' figures include both grant revenues and grant-funded expenditures.

<u>City-Wide</u> Revenues by Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% Change FY17 to FY18
Taxes	\$ 42,583,342	\$ 42,579,608	\$ 44,113,037	\$ 44,018,265	\$ 45,716,406	3.86%
Licenses and Permits	2,669,615	2,789,263	3,145,075	2,794,500	3,005,000	7.53%
Intergovernmental	10,883,623	10,841,598	11,925,570	11,154,409	11,762,978	5.46%
Charges for Service	32,152,708	32,360,828	31,706,053	32,881,890	32,851,400	-0.09%
Fines and Forfeitures	733,127	352,790	215,054	268,000	215,600	-19.55%
Money and Property	831,850	799,186	1,978,096	660,000	622,500	-5.68%
Capital Facility Fees	669,341	467,953	963,206	880,000	909,600	3.36%
Transfers In	10,146,263	9,754,311	12,919,408	10,806,841	11,529,635	6.69%
Other	111,015	251,226	304,486	319,000	244,500	-23.35%
GRAND TOTAL	\$ 100,780,884	\$ 100,196,763	\$ 107,269,985	\$ 103,782,905	\$ 106,857,619	2.96%

<u>City-Wide</u> Expenditures by Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% Change FY17 to FY18
Personnel	\$ 51,652,182	\$ 52,234,958	\$ 53,252,949	\$ 57,033,329	\$ 60,915,230	6.81%
Operating	17,925,113	17,016,135	16,339,433	18,165,632	17,647,876	-2.85%
Capital Outlay	231,796	249,500	249,452	250,000	306,000	22.40%
Fleet Replacement	-	-	-	188,758	27,000	-85.70%
Contributions	410,466	261,793	249,000	-	-	100.00%
Contingency & Insurance	2,222,698	2,965,546	2,547,758	3,060,000	3,107,500	1.55%
Retirement Costs	1,662,229	1,635,739	1,309,717	665,000	1,060,000	59.40%
Debt Service	6,275,670	7,548,958	8,765,413	11,824,651	10,832,599	-8.39%
Depreciation	3,052,653	4,374,177	2,765,166	1,857,784	2,466,200	32.75%
Administrative	3,291,100	3,381,416	3,560,536	3,685,640	3,888,128	5.49%
Contribution to CIP	-	-	-	-	-	100.00%
Transfers Out	8,494,505	7,421,349	10,550,946	6,096,848	5,762,530	-5.48%
Judgments & Settlements	-	-	860,001	-	-	100.00%
GRAND TOTAL	\$ 95,218,412	\$ 97,089,573	\$ 100,450,372	\$ 102,827,642	\$ 106,013,062	3.10%

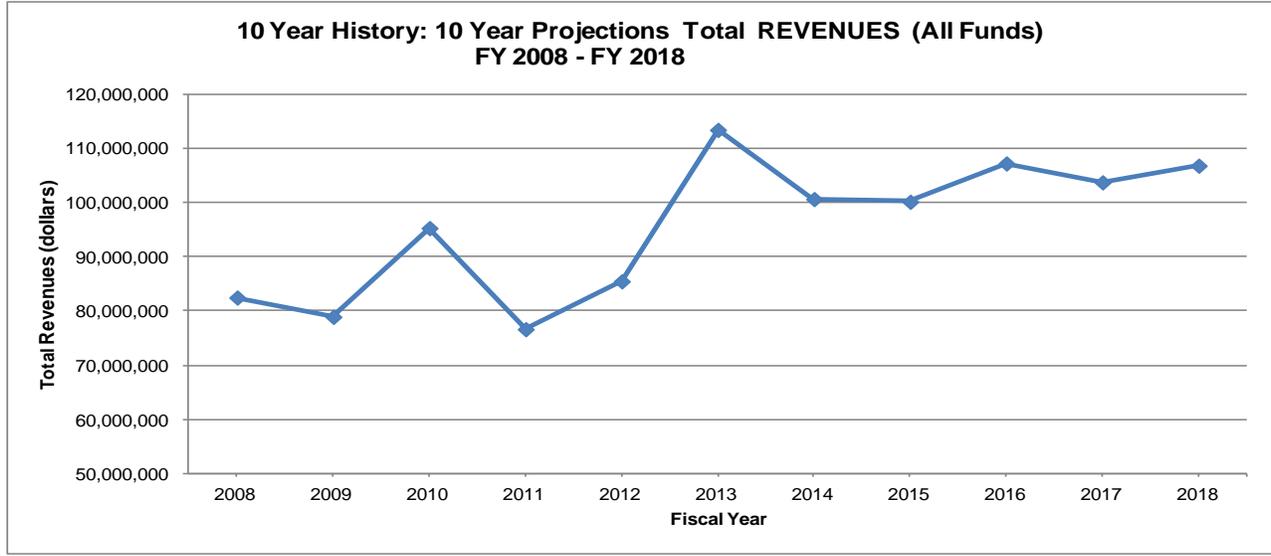
All Funds Summary: History

Expenditures by Department	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	% Change FY17 v. FY 18
Mayor & Aldermen	3,032,452	2,425,363	2,273,459	2,576,568	2,531,224	-1.76%
Economic Affairs	450,000	-	-	-	-	100.00%
Finance	3,972,849	3,887,938	3,903,346	4,498,874	4,361,500	-3.05%
Human Resources	896,882	864,229	715,778	733,370	778,568	6.16%
Special Projects**	-	-	-	432,009	491,623	13.80%
Planning and Zoning	1,423,018	1,308,853	1,814,851	1,982,811	3,787,409	91.01%
Police	15,456,175	15,609,712	16,682,300	16,914,461	18,733,702	10.76%
Parking Operations*	1,777,526	2,447,635	2,978,908	2,669,904	2,532,542	-5.14%
Fire	14,603,195	14,982,882	15,810,674	16,356,402	17,153,989	4.88%
Environmental Policy	2,420,127	2,311,062	2,019,814	2,083,872	451,912	-78.31%
Public Works	17,475,222	17,730,445	17,083,547	19,739,067	20,087,906	1.77%
Recreation & Parks	4,402,472	4,570,704	4,780,497	4,638,879	4,762,512	2.67%
Transportation*	3,899,173	3,361,769	2,638,661	2,822,743	3,196,219	13.23%
Debt Service	6,275,670	7,548,958	8,765,413	11,824,651	10,832,599	-8.39%
Depreciation	3,052,653	4,374,177	2,765,166	1,857,784	2,466,200	32.75%
Transfers Out	8,494,505	7,421,349	10,550,946	6,096,848	5,762,530	-5.48%
Intergovernmental	-	-	-	-	-	100.00%
Administrative	3,291,100	3,381,416	3,560,536	3,685,640	3,888,128	5.49%
Contribution to CIP	-	-	-	-	-	100.00%
Fleet Replacement	-	-	-	188,758	27,000	-85.70%
Contributions	410,466	261,793	249,000	-	-	100.00%
Contingency & Insurance	2,222,698	2,965,546	2,547,758	3,060,000	3,107,500	1.55%
Retirement Costs	1,662,229	1,635,739	1,309,717	665,000	1,060,000	59.40%
ENDING BALANCE	95,218,413	97,089,573	100,450,372	102,827,642	106,013,062	3.10%

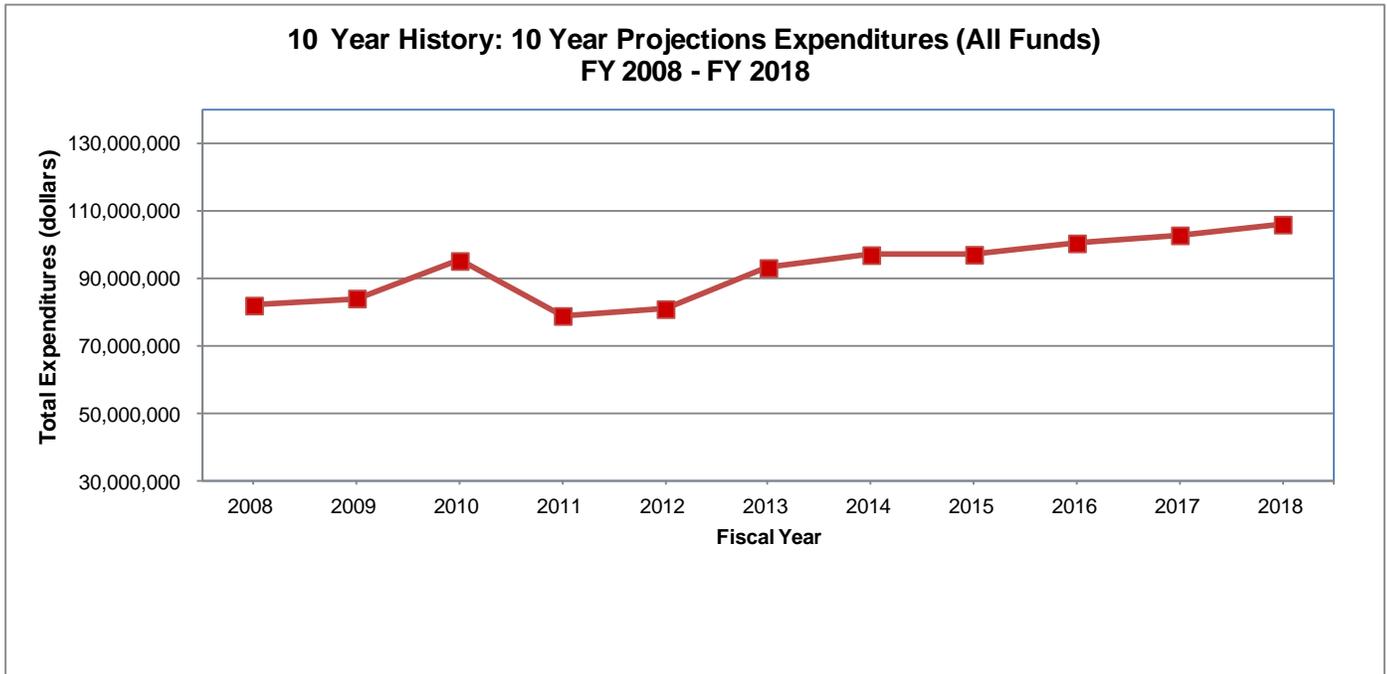
* FY 2013 and 2014 Parking Operations expenditures are included under Transportation expenditures.

** Effective FY2016 Special Projects formed as a combination of Mayor's Office Special Projects and Contributions

All Funds Summary: History

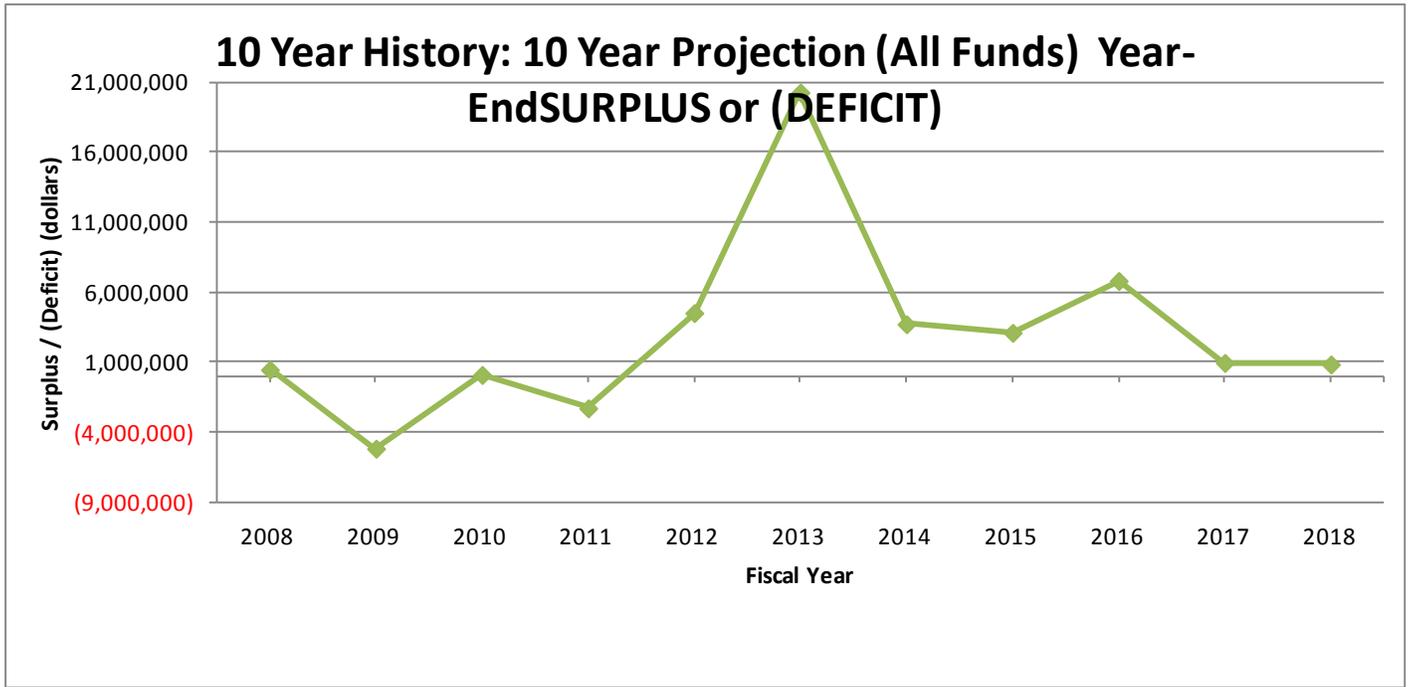


Year	Actual										Adopted	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Rev.	82,516,440	78,956,730	95,335,830	76,678,265	85,516,180	113,461,977	100,693,841	100,196,763	107,269,985	103,782,905	106,857,619	
% change from prior year		-4%	21%	-20%	12%	33%	-11%	0%	7.06%	-3.25%	2.96%	



Year	Actual										Adopted	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Exp.	82,051,790	84,133,890	95,241,900	78,971,879	80,995,175	93,169,992	96,973,108	97,089,573	100,450,372	102,827,642	106,013,062	
% change from prior year		2.54%	13.20%	-17.08%	2.56%	15.03%	4.08%	0.12%	3.46%	2.37%	3.10%	

All Funds Summary: History



	Actual										Adopted	
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Surp	464,650	(5,177,160)	93,930	(2,293,614)	4,521,005	20,291,985	3,720,733	3,107,191	7,199,775	955,264	844,557	
% change from prior year		-1214%	-102%	-2542%	-297%	349%	-82%	-16%	132%	-87%	-12%	

All Funds Summary: History

History of Budgeted and Actual Expenditures by Fund: FY 2008 – FY 2018

Fund	FY 2008		FY 2009		FY 2010	
	Actual	Original Adopted Budget	Actual	Original Adopted Budget	Actual	Original Adopted Budget
General	\$ 53,311,570	\$ 52,920,640	\$ 61,461,760	\$ 57,640,160	\$ 61,078,080	\$ 68,286,180
Water	4,959,460	4,633,280	4,987,070	4,574,630	4,784,890	5,080,440
Sewer	4,185,150	5,776,470	3,784,120	5,959,600	5,966,110	6,182,670
Transportation & Parking	10,560,190	7,339,790	7,487,620	8,508,610	9,642,060	9,651,680
Dock	4,991,670	716,340	1,517,820	980,000	1,050,000	1,218,730
Market	456,000	102,620	828,270	106,000	104,850	544,820
Stormwater Mgmt	473,470	376,780	885,530	529,520	467,000	724,690
Refuse	3,114,280	3,235,040	3,181,700	3,255,000	3,400,000	3,400,000
Sidewalk	-	-	-	-	-	-
TOTAL	\$ 82,051,790	\$ 75,100,960	\$ 84,133,890	\$ 81,553,520	\$ 86,492,990	\$ 95,089,210
Variance: Actual v. Adopt	-8.5%		-3.1%		9.9%	

Fund	FY 2011		FY 2012		FY 2013	
	Actual	Original Adopted Budget	Actual	Original Adopted Budget	Actual	Original Adopted Budget
General	\$ 54,487,430	\$ 51,980,250	\$ 53,173,675	\$ 61,909,020	\$ 59,589,932	\$ 64,806,610
Water	4,966,776	5,034,660	6,863,566	7,014,240	7,479,097	8,056,458
Sewer	7,330,977	6,239,370	5,783,972	6,939,920	6,665,592	7,004,521
Transportation & Parking	7,985,328	6,726,900	9,359,639	8,550,160	14,663,896	9,641,586
Dock	1,228,289	1,053,660	1,446,833	1,255,930	1,301,363	1,160,811
Market	171,670	111,150	224,102	142,580	165,188	228,857
Stormwater Mgmt	595,487	511,860	815,058	849,240	528,573	1,087,840
Refuse	3,269,154	3,500,000	3,263,062	3,388,770	2,686,351	2,995,123
Sidewalk	-	-	-	-	-	277,444
TOTAL	\$ 80,035,111	\$ 75,157,850	\$ 80,929,907	\$ 90,049,860	\$ 93,079,992	\$ 95,259,250
Variance: Actual v. Adopt	-6.1%		11.3%		2.3%	

All Funds Summary: History

Fund	FY 2014		FY 2015		FY 2016	
	Actual	Original Adopted Budget	Actual	Original Adopted Budget	Actual	Original Adopted Budget
General	\$ 65,169,878	\$ 64,994,003	\$ 64,865,057	\$ 66,842,719	\$ 73,643,932	\$ 68,605,762
Water	6,890,278	7,397,272	6,946,127	7,507,704	4,465,136	7,006,977
Sewer	7,779,606	7,085,501	8,059,861	6,990,853	7,212,439	7,936,194
Transportation & Parking	12,261,937	10,900,309	12,510,273	10,703,630	12,136,147	11,327,995
Dock	1,149,439	1,021,546	1,032,388	1,156,524	-	-
Market	230,418	194,871	403,956	228,787	-	-
Stormwater Mgmt	436,569	929,004	336,958	827,301	514,326	646,232
Refuse	2,666,420	2,816,786	2,552,204	2,693,469	2,098,230	2,275,782
Sidewalk	388,804	302,414	382,748	382,748	380,162	669,212
TOTAL	\$ 96,973,349	\$ 95,641,706	\$ 97,089,573	\$ 97,333,734	\$ 100,450,372	\$ 98,468,155
Variance: Actual v. Adopt	-1.4%		0.3%		-2.0%	

Fund	FY 2017		FY 2018
	Original Adopted Budget	Revised Budget	Adopted Budget
General	\$ 71,411,135	\$ 71,411,136	\$ 74,476,051
Water	7,580,205	7,580,205	7,743,600
Sewer	8,524,786	8,524,786	8,709,000
Transportation & Parking	11,438,398	11,438,398	11,615,568
Dock	0	0	0
Market	0	0	0
Stormwater Mgmt	798,686	798,686	1,500,000
Refuse	2,396,863	2,396,863	2,133,400
Sidewalk	677,568	677,568	680,000
TOTAL	\$ 102,827,642	\$ 102,827,643	\$ 106,857,619
Variance: Actual v. Adopt	0.0%		

All Funds Summary: Fund Balances

The following tables show the anticipated beginning and ending fund balance for the City's operating funds. The fund balance is the accumulated total of all prior years' actual revenues in the excess of expenditures, commonly referred to as "surplus." Maintaining a prudent fund balance is critical to ensuring the City is able to cope with financial emergencies and fluctuations in revenue cycles.

GENERAL Fund Balance	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ 43,706,186	\$ 40,873,382	\$ 44,599,915
Revenues			
Taxes	44,113,037	44,018,265	45,716,406
Licenses and Permits	3,102,798	2,714,500	2,952,000
Fines and Forfeitures	215,054	319,000	460,100
Money and Property	648,700	610,000	572,500
Charges for Service	5,061,173	4,857,500	5,035,000
Intergovernmental*	11,925,570	10,724,409	11,290,410
Transfers In / Interfund Sources	5,440,310	8,168,993	8,449,635
Other sources	304,486		
Debt Issuance	-	-	-
Bond Premiums	-	-	-
<i>Total Revenues</i>	<i>70,811,128</i>	<i>71,412,667</i>	<i>74,476,051</i>
Expenses			
General Government	8,707,435	10,223,633	11,950,324
Public Safety	34,512,788	35,354,735	36,339,603
Community Services	4,780,497	4,638,879	4,762,512
Community Development	249,000	-	-
Public Works	7,257,323	7,816,734	8,090,315
Debt Service	6,128,467	6,755,305	5,751,270
Capital Outlays	-	-	-
Insurance/Retirement	3,857,475	-	4,167,500
Transfers Out / Interfund Charges	8,150,946	2,896,848	3,080,000
<i>Total Expenditures</i>	<i>73,643,932</i>	<i>67,686,134</i>	<i>74,141,524</i>
ENDING BALANCE	\$ 40,873,382	\$ 44,599,915	\$ 44,265,387

Ending Balance without Prior Year's Adopted Surplus	\$ 334,527
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All Funds Summary: Fund Balances

<u>WATER Fund Balance</u>	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ 12,117,528	\$ 14,881,066	\$ 15,090,327
Revenues			
Charges for Service	7,103,569	7,215,467	7,170,000
Capital Facility Fees		524,000	523,600
Water Rental Income	111,015	50,000	50,000
<i>Total Revenues</i>	<i>7,214,584</i>	<i>7,789,467</i>	<i>7,743,600</i>
Expenses			
Salaries	1,600,140	2,185,464	2,290,659
Utilities	282,371	337,980	288,200
Repairs and Maintenance	274,291	347,387	330,100
Materials and Supplies	407,343	383,345.83	361,600
Contractual Services	149,876	161,987	209,000
Administrative Charges / Transfers Out	651,445	706,193	935,008
Depreciation	439,801	425,501	425,500
Debt Expense	645,779	2,923,228	2,887,609
Fleet Replacement	-	109,121	12,000.00
<i>Total Expenditures</i>	<i>4,451,046</i>	<i>7,580,206</i>	<i>7,739,676</i>
ENDING BALANCE	\$ 14,881,066	\$ 15,090,327	\$ 15,086,403
Ending Balance without Prior Year's Adopted Surplus			\$ 3,924

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All Funds Summary: Fund Balances

<u>SEWER Fund Balance</u>	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ 16,398,649	\$ 16,959,651	\$ 17,134,927
Revenues			
Charges for Service	7,759,646	8,340,656	8,323,000
Capital Facility Fees	-	356,000	386,000
Interest Income	-		
Other	-		
<i>Total Revenues</i>	<i>7,759,646</i>	<i>8,696,656</i>	<i>8,709,000</i>
Expenses			
Salaries	631,121	1,036,863	964,230
Utilities	154,764	180,458	170,000
Repairs and Maintenance	174,627	180,698	161,200
Materials and Supplies	87,475	59,153	82,500
Treatment Plant Operations	3,607,560	3,800,000	3,800,000
Contractual Services	93,669	125,928	90,000
Administrative Charges / Transfers Out	1,160,723	1,615,109	1,913,381
Depreciation	742,019	587,601	641,700
Debt Expense	546,686	858,070	859,695
Fleet Replacement	-	77,500	10,000.00
<i>Total Expenditures</i>	<i>7,198,644</i>	<i>8,521,380</i>	<i>8,692,706</i>
ENDING BALANCE	\$ 16,959,651	\$ 17,134,927	\$ 17,151,220

Ending Balance without Prior Year's Adopted Surplus	\$ 175,276
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All Funds Summary: Fund Balances

<u>REFUSE Fund Balance</u>	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ 4,091,558	\$ 4,578,551	\$ 5,148,688
Revenues			
Charges for Service	2,585,224	2,967,000	2,793,266
Interest Income	-	-	
<i>Total Revenues</i>	<i>2,585,224</i>	<i>2,967,000</i>	<i>2,793,266</i>
Expenses			
Salaries	135,047	165,681	165,681
Utilities	3,373	700	700
Repairs and Maintenance	509	7,700	7,700
Materials and Supplies	128,620	113,150	113,150
Contractual Services	1,395,315	1,582,402	1,582,402
Administrative Charges / Transfers Out	428,030	428,030	428,030
Depreciation	900	900	900
Debt Expense	6,437	98,300	98,300
Other	-	-	
<i>Total Expenditures</i>	<i>2,098,231</i>	<i>2,396,863</i>	<i>2,396,863</i>
ENDING BALANCE	\$ 4,578,551	\$ 5,148,688	\$ 5,545,091
Ending Balance without Prior Year's Adopted Surplus			\$ 396,403

All Funds Summary: Fund Balances

STORMWATER Fund Balance	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ 955,824	\$ 1,389,383	\$ 1,822,942
Revenues			
Charges for Service	947,886	892,500	1,500,000
Interest Income	-	-	-
<i>Total Revenues</i>	<i>947,886</i>	<i>892,500</i>	<i>1,500,000</i>
Expenses			
Salaries	356,990	602,630	469,522
Utilities	6,279	3,325	500
Repairs and Maintenance	6,337	7,837	6,000
Materials and Supplies	8,255	22,450	17,000
Contractual Services	37,863	36,490	45,000
Administrative Charges / Transfers Out	87,847	95,755	644,077
Depreciation	2,708	2,708	0
Debt Expense	8,048	27,490	27,800
<i>Total Expenditures</i>	<i>514,327</i>	<i>798,686</i>	<i>1,209,899</i>
ENDING BALANCE	\$ 1,389,383	\$ 1,822,942	\$ 2,113,043

Ending Balance without Prior Year's Adopted Surplus	\$ 290,101
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All Funds Summary: Fund Balances

SIDEWALK REVOLVING* Fund Balance	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ -	\$ 0	\$ 3,280
Revenues			
Charges for Service	-	-	-
Transfers In	380,162	680,848	680,000
<i>Total Revenues</i>	<i>380,162</i>	<i>680,848</i>	<i>680,000</i>
Expenses			
Salaries	330,162	457,122	436,833
Utilities	-	73,446	-
Repairs and Maintenance	-	26,427	-
Materials and Supplies	-	18,810	-
Contractual Services	50,000	3,629	-
Administrative Charges / Transfers Out	-	98,133	-
Capital Expenditures	-	-	240,000
Depreciation	-	-	-
Debt Expense	-	-	-
<i>Total Expenditures</i>	<i>380,162</i>	<i>677,568</i>	<i>676,833</i>
ENDING BALANCE	\$ 0	\$ 3,280	\$ 6,447

Ending Balance without Prior Year's Adopted Surplus	\$ 3,167.27
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* The Sidewalk Revolving Fund was newly established for FY 2013. See Enterprise Funds section and Department of Public Works section for more information.

All Funds Summary: Fund Balances

TRANSPORTATION** Fund Balance	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ (6,970,315)	\$ -	\$ 62,341
Revenues			
Charges for Service	937,916	998,500	902,000
Capital Facility Fees	-	-	-
Grant Income*	3,152,648	430,000	472,568
Money and Property	-	-	-
Transfers In	7,479,098	2,225,000	2,400,000
<i>Total Revenues</i>	<i>11,569,662</i>	<i>3,653,500</i>	<i>3,774,568</i>
Expenses			
Salaries	2,553,736	2,250,306	2,926,904
Utilities	23,320	26,976	23,325
Repairs and Maintenance	372,467	191,952	59,135
Materials and Supplies	308,449	343,509	206,190
Contractual Services	17,780	10,000	(19,335)
Fleet Replacement	-	-	-
Administrative Charges / Transfers Out	642,568	766,381	-
Depreciation	683,525	-	489,400
Debt Expense	(2,498)	2,035	4,115
Capital Outlay	-	-	-
<i>Total Expenditures</i>	<i>4,599,347</i>	<i>3,591,159</i>	<i>3,689,734</i>
ENDING BALANCE	\$ -	\$ 62,341	\$ 147,175
Ending Balance without Prior Year's Adopted Surplus			\$ 84,834

All Funds Summary: Fund Balances

<u>PARKING* Fund Balance</u>	Actual FY 2016	Adopted FY 2017	Adopted FY 2018
Beginning Balance	\$ (288,285)	\$ 621,123	\$ 637,884
Revenues			
Charges for Service (Off-Street Parking)	5,510,461	5,480,000	5,537,000
Other	2,261,587	2,384,000	2,304,000
<i>Total Revenues</i>	<i>7,772,048</i>	<i>7,864,000</i>	<i>7,841,000</i>
Expenses			
Salaries	485,390	703,960	678,129
Utilities	115,240	142,200	118,000
Repairs and Maintenance	47,360	210,973	114,000
Materials and Supplies	1,151,396	309,258	318,900
Contractual Services	1,178,181	1,303,513	1,303,513
Administrative Charges / Transfers Out	2,989,924	3,176,039	3,078,191
Depreciation	896,213	841,074	908,700
Debt Expense	(1,064)	1,160,223	1,280,140
<i>Total Expenditures</i>	<i>6,862,640</i>	<i>7,847,239</i>	<i>7,799,573</i>
ENDING BALANCE	\$ 621,123	\$ 637,884	\$ 679,310

Ending Balance without Prior Year's Adopted Surplus	\$ 41,427
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* In FY 13, Parking Operations (on-street parking) revenues were moved from the General Fund into the Off-Street Parking Fund and Parking Operations expenditures were moved to the Transportation Fund. The Off-Street Parking fund is now entitled the Parking Fund. In FY 15 Parking Permits were moved from the General Fund to the Parking Fund, and Parking Operation expenditures were moved from the Transportation Fund to the Parking Fund.

FY 2018 General Fund: Revenues

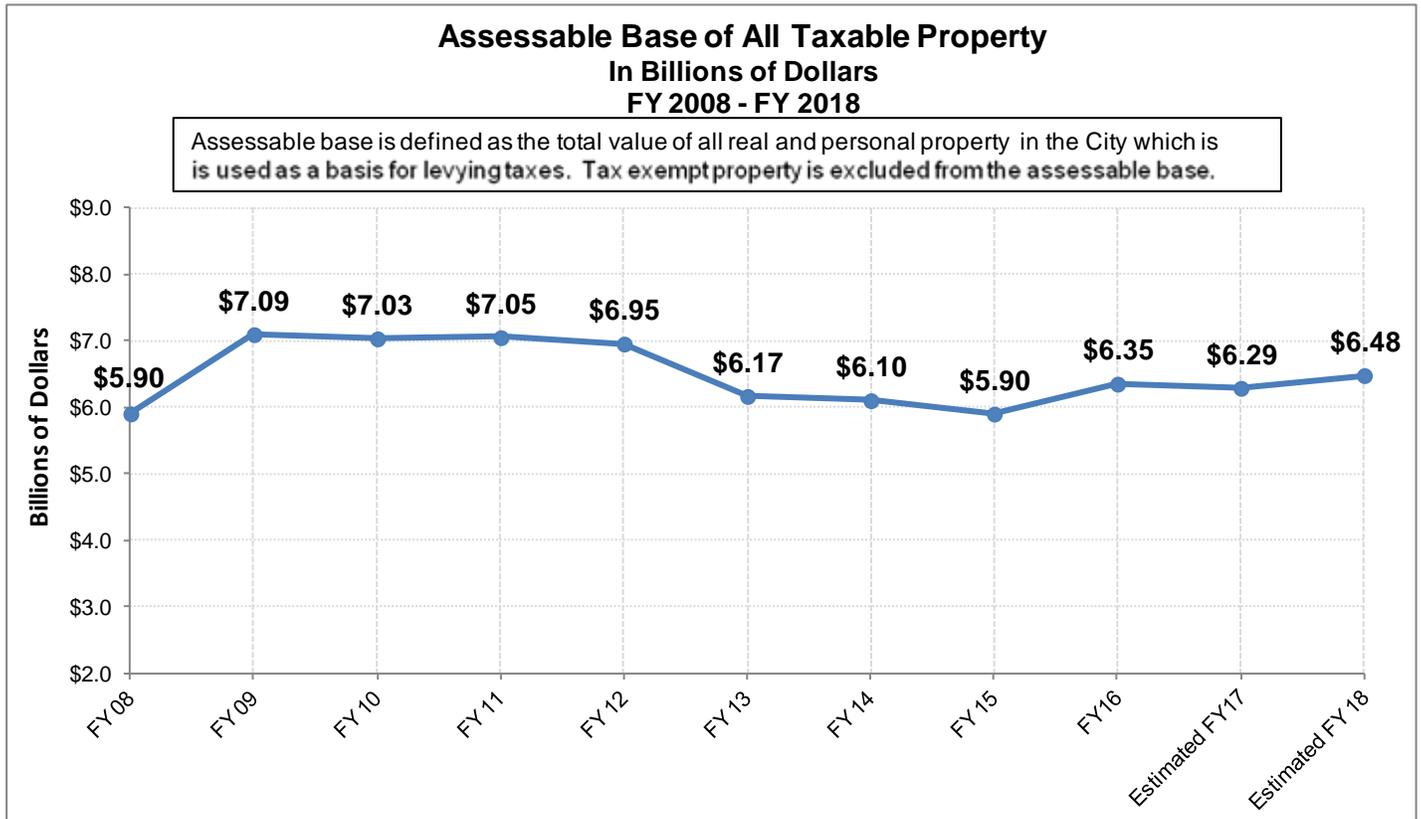
Total FY 2018 General Fund revenues are budgeted at \$74,476,051: an increase of 4.29% from FY 2017 budgeted revenue and an increase of 5.17% over actual FY 2016 receipts. The categorical descriptions below provide greater insight into the various trends affecting the City's revenue streams.

GENERAL FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Taxes	\$ 42,583,342	\$ 42,579,608	\$ 44,113,037	\$ 44,018,265	\$ 45,716,406	61.38%
Licenses and Permits	2,669,615	2,737,298	3,102,798	2,714,500	2,952,000	3.96%
Fines and Forfeitures	733,127	352,790	215,054	319,000	215,600	0.29%
Money and Property	831,850	633,492	648,700	610,000	572,500	0.77%
Transfers/Interfund Source	5,939,124	6,611,512	5,440,310	7,900,993	8,449,635	11.35%
Charges for Service	4,355,550	3,947,670	5,061,173	4,857,500	5,035,000	6.76%
Intergovernmental*	10,883,623	10,636,116	11,925,570	10,724,409	11,290,410	15.16%
Other Sources	-	251,226	304,486	268,000	244,500	0.33%
Total	\$ 67,996,231	\$ 67,749,713	\$ 70,811,128	\$ 71,412,667	\$ 74,476,051	100.00%
% Change from Prior Year		-0.36%	4.52%	0.85%	4.29%	

FY 2018 General Fund: Revenues

This category of revenue consists of taxes on the assessed value of real estate (including land, structures and improvement) and taxes on the assessed value of inventory, furniture, and fixtures of business establishments. Property is assessed at 100% of property value. The tax rate is the amount charged per \$100 of assessed value, as determined by the State Department of Assessments and Taxation. The Mayor and Council establish the tax rate each year in order to finance the General Fund activities

The assessable base of all taxable property fluctuates because of changes to the market value of the existing base or because of the addition of new residential or commercial properties. The City is under a tri-annual assessment period for real property and increases are phased in over three years. FY 2018 figures represent the first year of a new assessment.



FY 2018 General Fund: Revenues

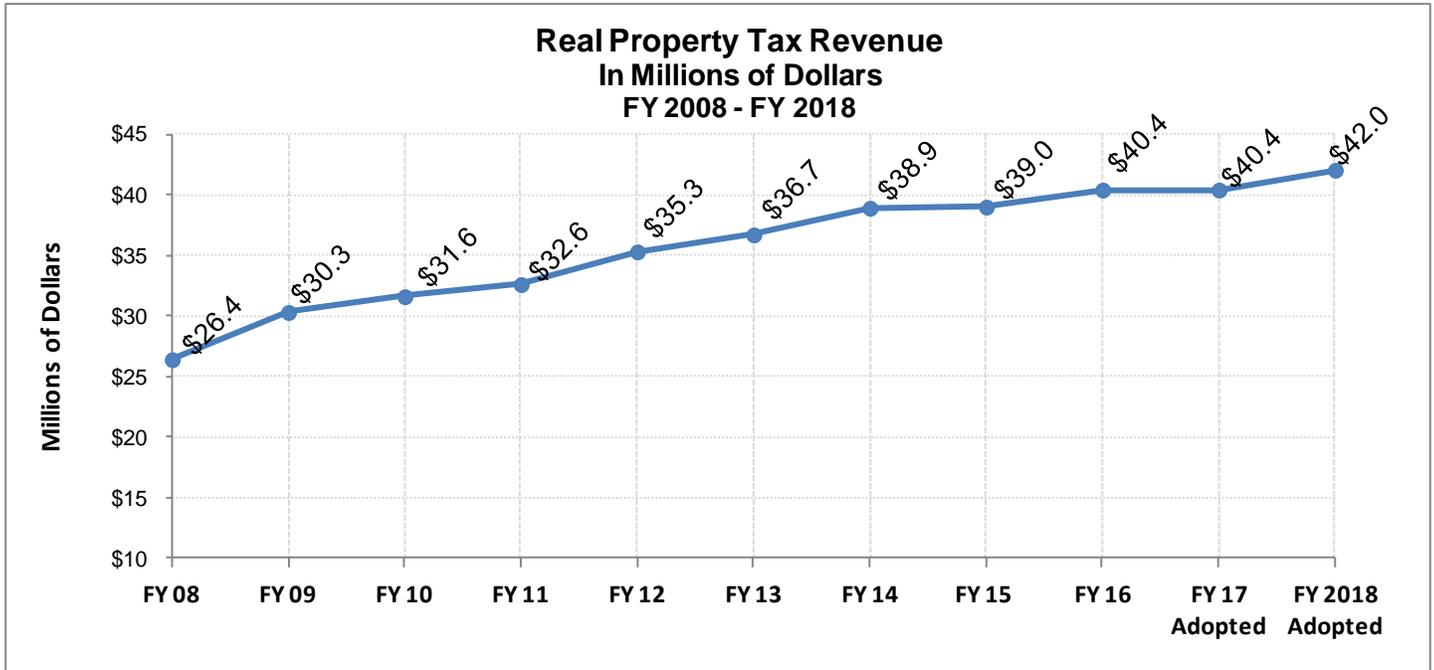
A City resident pays a combined tax rate levied by the City, Anne Arundel County, and the State of Maryland. The County tax rate is reduced for City residents because City residents do not utilize certain County services to the same extent they are used by other County residents. The cost of education, provided by the County, is the major factor in calculating the credit or tax differential. The tax rates for the last several years based on full assessed values have been as follows:

Fiscal Year	City Rate	County Rate	State Rate	Total Rate in City (Sum of City, County, & State Rate)	County Tax Differential	Non-City County Rate
18	0.649	0.544	0.112	1.305	0.363	0.907
17	0.649	0.548	0.112	1.309	0.367	0.915
16	0.649	0.552	0.112	1.313	0.371	0.923
15	0.649	0.564	0.112	1.325	0.379	0.943
14	0.650	0.569	0.112	1.331	0.381	0.950
13	0.640	0.564	0.112	1.316	0.377	0.941
12	0.560	0.543	0.112	1.215	0.367	0.910
11	0.530	0.525	0.112	1.167	0.353	0.878
10	0.530	0.523	0.112	1.165	0.353	0.876
09	0.530	0.530	0.112	1.172	0.358	0.888
08	0.530	0.531	0.112	1.173	0.360	0.891

FY 2018 General Fund: Revenues

This category of property consists of taxes on the assessed value of real property, which includes land, structures, and improvements. Real property taxes are charged on both residences and commercial establishments. In FY 2018, real property taxes alone are budgeted at \$ 42,042,256 to maintain a constant levy from the prior fiscal year. These real property taxes constitute 56.45% of the City's FY 2018 General Fund revenue budget.

The calculation of assessed value begins with an estimate prepared by the State of the assessed value of all property that will be on the tax roles as of the beginning of the City's FY 2018. The estimate of tax revenue is based on multiplying the assessed value by the tax rate, taking into account when, during the fiscal year, the tax on new property is taxed and the impact of appeals and late payments from previous years.



**Real Property Tax Revenue History, Projections, and Percent Change
FY 2008 - FY 2018**

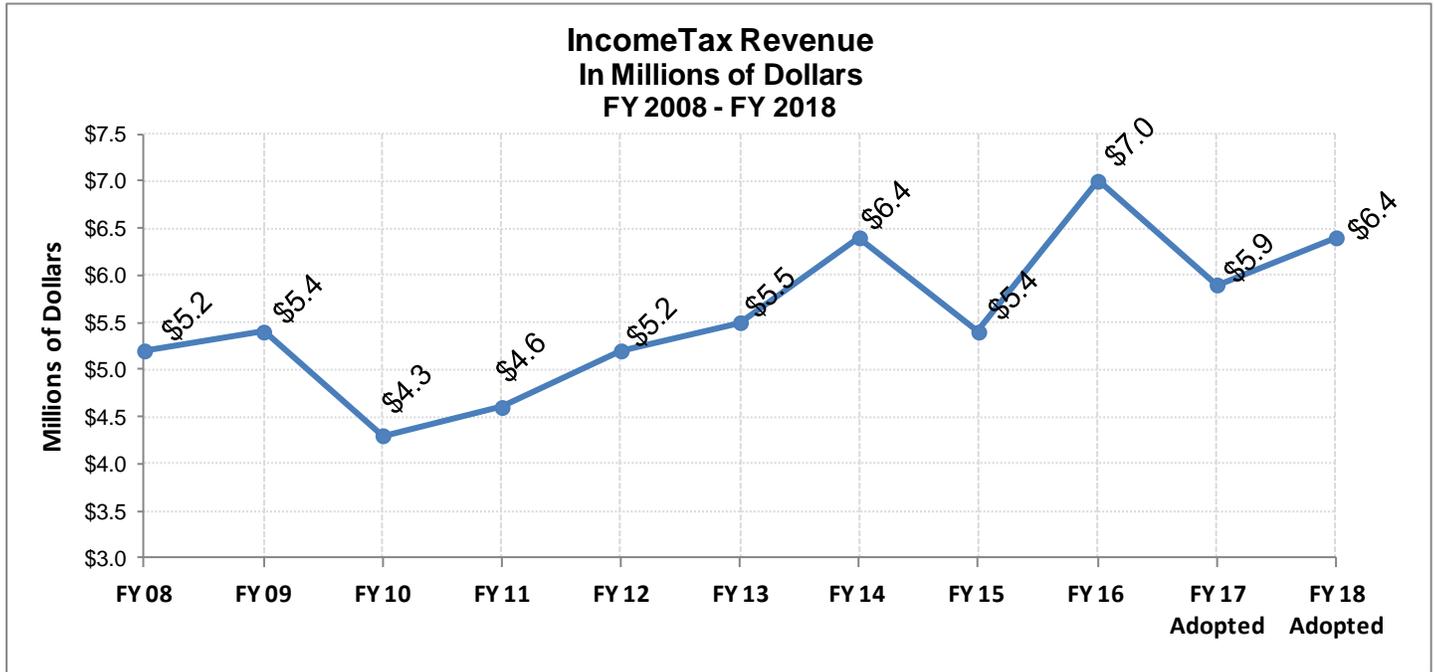
<u>REAL PROPERTY TAX Revenue</u>	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Revenue	\$26,441,770	\$30,347,750	\$31,571,200	\$32,550,332	\$35,348,703
% Change from Prior Year		14.77%	4.03%	3.10%	8.60%

<u>REAL PROPERTY TAX Revenue (continued)</u>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Revenue	\$36,745,900	\$38,954,644	\$39,005,297	\$ 40,457,782	\$40,438,765	\$42,042,256
% Change	12.89%	6.01%	0.13%	3.72%	-0.05%	3.97%

FY 2018 General Fund: Revenues

This category of revenue consists of the City's share of income taxes received by the State for returns filed from Annapolis. The income tax is the second largest source of revenue to the General Fund.

Maryland counties are able to impose an income tax that "piggy-backs" on the State income tax. Municipalities receive only a fraction of the piggy-back tax collected by the State from returns filed in the municipality; the County receives the remainder of the tax.



Income Tax Revenue History, Projections, and Percent Change FY 2008 - FY 2018

<u>INCOME TAX Revenue</u>	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Revenue	\$5,168,800	\$5,422,810	\$4,328,300	\$4,589,934	\$5,215,404
% Change from Prior Year		4.91%	-20.18%	6.04%	13.63%

<u>INCOME TAX Revenue</u> (continued)	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Revenue	\$5,472,397	\$6,375,598	\$5,818,054	\$ 7,085,506	\$5,850,000	\$6,400,000
% Change	4.93%	16.50%	-8.74%	21.78%	-17.44%	9.40%

FY 18 General Fund: Expenditures

The following tables detail General Fund expenditures by Type and by Department for a five year period starting in FY 2014:

<u>GENERAL FUND</u> Expenditures by Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 44,757,720	\$ 44,963,071	\$ 47,344,733	\$ 49,631,303	\$ 52,950,425	71.42%
Operating	8,280,324	7,316,859	7,663,858	8,152,678	7,942,328	10.71%
Capital Outlay	231,796	249,500	249,452	250,000	250,000	0.34%
Debt Service	4,987,133	4,987,133	6,128,467	6,755,305	5,751,270	7.76%
Community Contributions	410,446	410,446	249,000	-	-	0.00%
Contingency Reserve	-	-	95,887	410,000	410,000	0.55%
Liability Insurance	2,495,814	2,495,814	3,761,588	3,315,000	3,757,500	5.07%
Transfers Out	4,006,645	4,006,645	8,150,946	2,896,848	3,080,000	4.15%
ENDING BALANCE	\$ 65,169,878	\$ 64,429,468	\$ 73,643,932	\$ 71,411,134	\$ 74,141,524	100%
% Change from Prior Year		-1.14%	14.30%	-3.03%	3.82%	

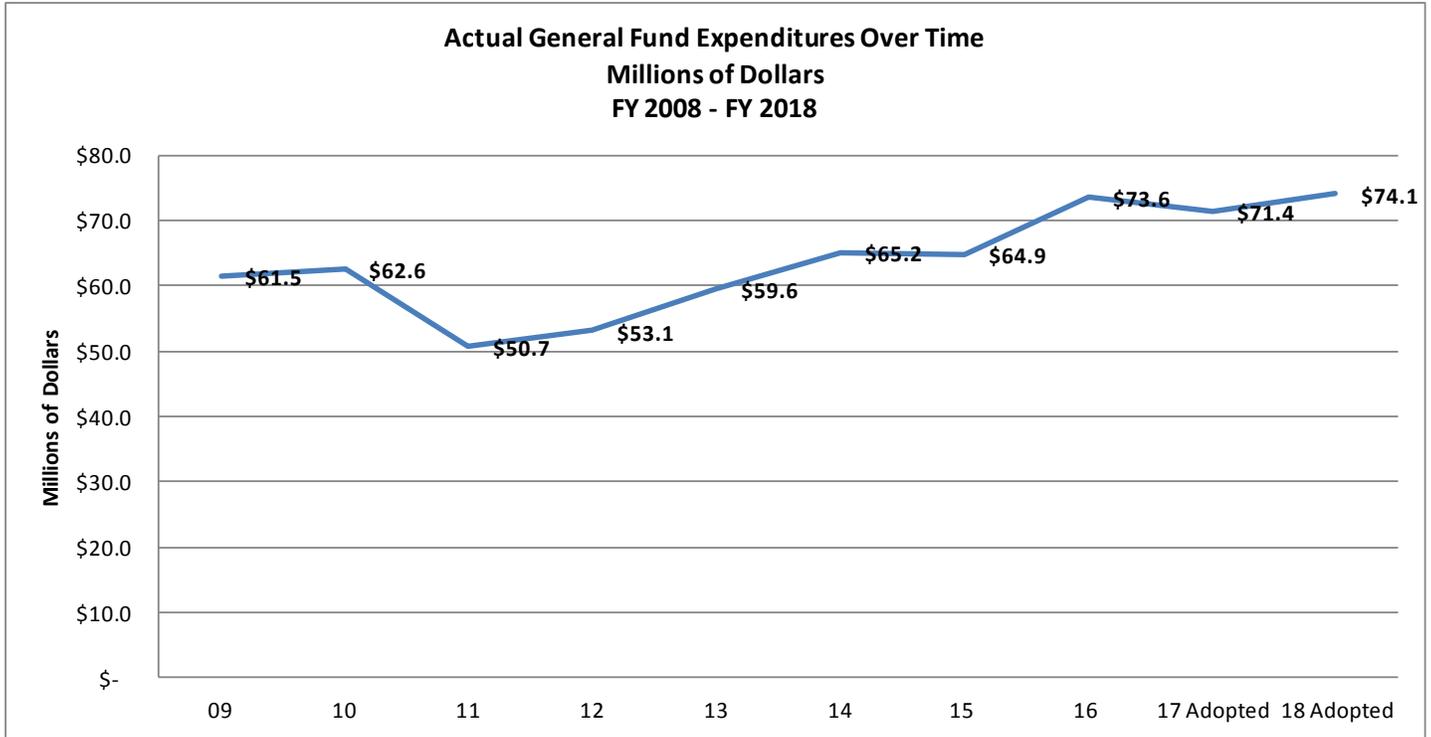
FY 18 General Fund: Expenditures

<u>GENERAL FUND</u> <u>Expenditures by</u> <u>Department</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Mayor & Alderpersons	\$ 3,032,452	\$ 2,425,363	\$ 2,273,459	\$ 2,576,568	\$ 2,531,224	3.41%
Economic Affairs	450,000	-	-	-	-	0.00%
Finance	3,972,849	3,887,938	3,903,346	4,498,874	4,361,500	5.88%
Human Resources	896,882	864,229	715,778	733,370	778,568	1.05%
Special Projects*	-	-	-	432,009	491,623	0.66%
Planning and Zoning	1,423,018	1,308,853	1,814,851	1,982,811	3,787,409	5.11%
Police	15,456,175	15,609,712	16,682,300	16,914,461	18,733,702	25.27%
Fire	14,603,195	14,982,882	15,810,674	16,356,402	17,153,989	23.14%
Neighbrh'd & Environm't	2,420,128	2,311,062	2,019,814	2,083,872	451,912	0.61%
Public Works	7,061,001	7,076,871	7,257,323	7,816,734	8,090,315	10.91%
Recreation & Parks	3,898,262	4,062,520	4,780,497	4,638,879	4,762,512	6.42%
Debt Service	4,987,133	3,749,283	6,128,467	6,755,305	5,751,270	7.76%
Administrative	-	-	-	-	-	0.00%
Transfers Out	4,006,645	4,537,244	8,150,946	2,896,848	3,080,000	4.15%
Staff Conversions	55,879	-	-	-	-	0.00%
Furlough Abolishment	-	-	-	-	-	0.00%
Fleet Replacement	-	-	-	-	-	0.00%
Contributions	410,446	261,793	249,000	-	-	0.00%
Contingency & Insur'nce	889,464	2,302,009	2,547,758	3,060,000	3,107,500	4.19%
Retirement Costs	1,606,350	1,485,298	1,309,717	665,000	1,060,000	1.43%
ENDING BALANCE	\$ 65,169,878	\$ 64,865,057	\$ 73,643,932	\$ 71,411,134	\$ 74,141,524	100%
% Change from Prior Year		-0.47%	13.53%	-3.03%	3.82%	

*New Program effective FY 2016 includes portion of Mayor's Office and Community Contributions

FY 18 General Fund: Expenditures

The following graph illustrates total General Fund expenditures over a ten-year period, starting with FY 2008:



FY 2018: Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the goal is that the cost of expenses, including operations and capital, are financed or recovered primarily through user-related charges. Capital purchases are not budgeted as expenses; in accordance with Generally Accepted Accounting Principles, they are depreciated over the useful life of the asset. Individual operations which the City of Annapolis has as enterprise funds include the Water, Sewer, Parking, Transportation, Watershed Restoration, and Refuse Fund. Effective FY 2016, Dock and Market were reverted to the General Fund after a history of not achieving self-sufficiency. Dock has been absorbed into the Recreation & Parks operating budget. Market has been absorbed into the Public Works operating budget.

The City's goal is for enterprise funds to establish rates which provide for self-sufficiency.

All funds are summarized on the following pages.

FY 2018: Enterprise Funds

Water Fund

The Water Fund is an enterprise fund used to account for all financial activity associated with the operation of the City's water plant and water distribution system. The fund's primary source of revenue is from user charges levied on water customers. User charges consist primarily of service charges, penalties and new connections. The revenue for water charges is based on usage, population increases/decreases as well as annexations into the City. Another primary source of revenue is the capital facility assessment. The capital facility assessment is the fee charged to customers for maintenance of the City's water system. It is billed to the property owner over a period of thirty years and is used solely for water system improvements.

The Water Fund consists of two divisions: Water Supply & Treatment Facility and Water Distribution. The Water Supply and Treatment Facility (commonly referred to as the Water Plant) is responsible for the production, treatment, testing, storage and initial distribution of all potable water for customers of the City. The Water Distribution division is responsible for meter reading and operating, and maintaining and repairing the City's 125-mile water distribution system, including service lines, water meters and fire hydrants.

WATER FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Charges for Service	\$ 6,781,675	\$ 6,830,699	\$ 6,654,247	\$ 7,215,467	\$ 7,170,000	92.59%
Water Rental Income	23,851	165,694	50,000	50,000	50,000	0.65%
Capital Facility Fees	520,454	209,071	513,780	524,000	523,600	6.76%
Transfers In	-	-	-	-	-	0.00%
Interest Income	121	-	11,748	-	-	0.00%
Other	-	-	-	-	-	0.00%
Total	\$ 7,326,101	\$ 7,205,464	\$ 7,229,775	\$ 7,789,467	\$ 7,743,600	100.00%
% Change from Prior Year		-1.65%	0.34%	7.74%	-0.59%	-100.00%

WATER FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 2,067,388	\$ 2,350,008	\$ 1,600,140	\$ 2,185,464	\$ 2,290,659	29.60%
Operating	1,043,571	1,141,963	1,018,119	1,230,699	1,200,900	15.52%
Fleet Replacement	-	-	-	109,121	-	0.00%
Debt Service	1,390,845	1,634,398	755,631	2,923,228	2,887,609	37.31%
Depreciation	431,279	331,859	439,801	425,501	425,500	5.50%
Administrative / Transfers	1,957,195	1,487,899	651,445	706,193	935,008	12.08%
Total	\$ 6,890,278	\$ 6,946,127	\$ 4,465,135	\$ 7,580,205	\$ 7,739,676	100.00%
% Change from Prior Year		0.81%	-35.72%	69.76%	2.10%	-100.00%

FY 2018: Enterprise Funds

Sewer Fund

The Sewer Fund is an enterprise fund used to account for all financial activity associated with the operation of the City's sewage collection and treatment program. The fund's primary source of revenue is from user charges levied on sewer system customers. User charges consist primarily of service charges, penalties and new connections. The revenue for sewer charges is based on usage, population increases/decreases as well as annexations into the City. Another primary source of revenue is the capital facility assessment. The capital facility assessment is the fee charged to customers for the maintenance of the City's sewer system. It is billed to the property owner over a period of thirty years and is used solely for sewage conveyance system improvements.

The Sewer Fund consists of two divisions: Water Reclamation Facility and Wastewater Collection. The Water Reclamation Facility accounts for the City's share of operating expenses for the treatment of all wastewater generated by City customers and certain Anne Arundel County customers at the Annapolis Wastewater Treatment Plant, which is owned jointly by Annapolis and Anne Arundel County. The Wastewater Collection division is responsible for operating, maintaining and repairing the City's 125-mile sewage conveyance system, including twenty-four pumping stations.

SEWER FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Charges for Service	\$ 7,133,537	\$ 8,125,928	\$ 7,312,268	\$ 8,340,656	\$ 8,323,000	95.57%
Capital Facility Fees	148,887	258,882	449,426	356,000	386,000	4.43%
Interest Income			11,747	-	-	0.00%
Total	\$ 7,282,424	\$ 8,384,810	\$ 7,773,441	\$ 8,696,656	\$ 8,709,000	100.00%
% Change from Prior Year		15.14%	-7.29%	11.88%	0.14%	-100.00%

SEWER FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 683,519	\$ 714,911	\$ 631,121	\$ 1,036,863	\$ 964,230	11.09%
Operating	597,590	501,867	416,867	549,643	503,700	5.79%
Contract Services	3,550,541	3,591,727	3,701,229	3,800,000	3,800,000	43.71%
Fleet Replacement	-	-	-	77,500	10,000	0.12%
Debt Service	760,398	1,021,765	560,481	858,070	859,695	9.89%
Depreciation	702,659	1,166,557	742,019	587,601	641,700	7.38%
Administrative / Transfers	1,230,000	1,063,035	1,160,723	1,615,109	1,913,381	22.01%
Intergovernmental	254,898	-	-	-	-	0.00%
Total	\$ 7,779,606	\$ 8,059,861	\$ 7,212,439	\$ 8,524,786	\$ 8,692,706	100.00%
% Change from Prior Year		3.60%	-10.51%	18.20%	1.97%	-100.00%

FY 2018: Enterprise Funds

Refuse Fund

The Refuse Fund is an enterprise fund used to account for all financial activity associated with the operation of the City's solid waste and curbside recycling. The fund's primary source of revenue is from refuse charges paid by the residential customers. The revenue for refuse charges is based on residential population increases/decreases as well as residential annexations into the City. The fund's primary expense, aside from personnel costs, is the landfill tipping fee paid to the County for the disposal of residential and bul refuse. Formerly, another primary expense was the contract service cost incurred for curbside recycling services. This is still the case, but now even more so as the City also contracted out solid waste collection starting in FY 2013.

REFUSE FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Refuse Collection Charges	\$ 3,836,182	\$ 3,134,545	\$ 2,585,224	\$ 2,793,266	\$ 2,133,400	100.00%
Other	-	-	-	-	-	0.00%
Transfers	-	-	-	-	-	0.00%
Total	\$ 3,836,182	\$ 3,134,545	\$ 2,585,224	\$ 2,793,266	\$ 2,133,400	100.00%
% Change from Prior Year		-18.29%	-17.52%	8.05%	-23.62%	-100.00%

REFUSE FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 105,722	\$ 115,967	\$ 135,047	\$ 165,681	\$ 198,527	9.62%
Contract Services	1,502,595	830,160	736,362	1,582,402	1,062,570	51.50%
Operating	67,580	709,105	791,454	121,550	779,150	37.77%
Debt Expense	13,568	20,108	6,437	98,300	21,970	1.06%
Depreciation	900	900	900	900	900	0.04%
Administrative	526,055	875,964	428,030	428,030	-	0.00%
Transfers	450,000	-	-	-	-	0.00%
Total	\$ 2,666,420	\$ 2,552,204	\$ 2,098,230	\$ 2,396,863	\$ 2,063,117	100.00%
% Change from Prior Year		-4.28%	-17.79%	14.23%	-13.92%	-100.00%

FY 2018: Enterprise Funds

Watershed Restoration Fund

The Watershed Restoration Fund is an enterprise fund used to account for all financial activity associated with the operation of the City's stormwater facilities. The fund is totally self-supporting. The fund's primary source of revenue is a utility charge levied on water customers. The revenue for stormwater charges is based on population increases or decreases as well as annexations into the City. Revenues generated directly support the Stormwater Utility. Additional work such as upgrading of existing storm drain systems, development of drainage basin studies, water quality improvements, administrative costs and construction of major capital improvements are required under the Clean Water Act.

<u>WATERSHED RESTORATION FUND Revenues</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Stormwater Charges	\$ 831,557	\$ 932,925	\$ 947,887	\$ 892,500	\$ 1,500,000	100.00%
Interest Income	-	-	-	-	-	0.00%
Other	-	-	-	-	-	0.00%
Total	\$ 831,557	\$ 932,925	\$ 947,887	\$ 892,500	\$ 1,500,000	100.00%
% Change from Prior Year		12.19%	1.60%	-5.84%	68.07%	-100.00%

<u>WATERSHED RESTORATION FUND Expenses</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 179,676	\$ 179,479	\$ 356,990	\$ 602,630	\$ 469,522	38.81%
Operating	75,332	55,886	58,733	70,103	68,500	5.66%
Debt Service	17,872	22,576	8,048	27,490	27,800	2.30%
Depreciation	1,629	8,104	2,708	2,708	-	0.00%
Administrative	61,700	47,200	87,847	95,755	644,077	53.23%
Transfers	100,360	23,713	-	-	-	0.00%
Total	\$ 436,569	\$ 336,958	\$ 514,326	\$ 798,686	\$ 1,209,899	100.00%
% Change from Prior Year		-22.82%	52.64%	55.29%	51.49%	-100.00%

FY 2018: Enterprise Funds

Market Fund

The Market House Fund was an enterprise fund used to account for all financial activity associated with the operation of the City's Market House, an enclosed pavilion housing vendors who sell a wide variety of quality goods. The fund's source of revenue was from rent paid by the vendors. Primary expenses were operating costs, debt service, depreciation, and contract services used to pay a management company. After a history of poor performance, the Market Fund was dissolved effective FY 2016. Revenues and expenditures associated with the operations of the Market House are now budgeted within the Public Works operating budget as part of the General Fund.

MARKET FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Market Charges	\$ 127,995	\$ 169,133	\$ -	\$ -	\$ -	0.00%
Interest Income	-		-	-	-	0.00%
Transfers	-	54,331	-	-	-	0.00%
Total	\$ 127,995	\$ 223,464	\$ -	\$ -	\$ -	\$ -
% Change from Prior Year		74.59%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!

MARKET FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Operating	\$ 151,903	\$ 159,094	\$ -	\$ -	\$ -	0.00%
Capital Outlay	-	-	-	-	-	0.00%
Debt Service	40,832	49,909	-	-	-	0.00%
Depreciation	24,892	186,168	-	-	-	0.00%
Administrative	12,791	8,786	-	-	-	0.00%
Total	\$ 230,418	\$ 403,956	\$ -	\$ -	\$ -	\$ -
% Change from Prior Year		75.31%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!

FY 2018: Enterprise Funds

Sidewalk Revolving Fund

The Sidewalk Fund was created to address the need for sidewalk replacement, repair, and maintenance throughout the City. As opposed to putting the burden on the City residents and business owners to repair and maintain the sidewalks in front of their own properties, the City will maintain the responsibility. The costs of the repair and maintenance of sidewalks are charged to the Capital Improvement Program (CIP) Budget, but the personnel costs associated with the labor are attributed to this Sidewalk Fund. This Sidewalk Fund is a revolving fund such that tax revenue is transferred from the General Fund into this Sidewalk Fund to pay for only those personnel costs associated with sidewalk repair and maintenance. This tax revenue is a constant source of revenue from year to year to ensure necessary sidewalk repair is properly funded. Additionally, residents may elect to contribute to the Sidewalk Fund in order to accelerate improvement of the sidewalk abutting their property.

<u>SIDEWALK REVOLVING FUND Revenues</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Transfer from General Fund	\$ 582,908	\$ 582,908	\$ -	\$ 582,908	\$ 582,908	100.00%
Total	\$ 582,908	\$ 582,908	\$ -	\$ 582,908	\$ 582,908	100.00%
% Change from Prior Year		0%	-100%	#DIV/0!	0%	-100%

<u>SIDEWALK REVOLVING FUND Expenses</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 388,804	\$ 302,414	\$ 330,162	\$ 457,122	\$ 436,833	64.54%
Operating	-	994	50,000	122,314	240,000	35.46%
Administrative		79,340	-	98,133	-	0.00%
Total	\$ 388,804	\$ 382,748	\$ 380,162	\$ 677,568	\$ 676,833	100.00%
% Change from Prior Year		-1.56%	-0.68%	78.23%	-0.11%	-100.00%

FY 2018: Enterprise Funds

Transportation Fund

The Transportation Fund is an enterprise Fund used to account for all financial activity associated with the operation and maintenance of the City's public transportation system. This fund usually operates at a significant deficit which is offset by transfers from Parking Fund revenue and the General Fund. The fund's primary source of revenue is from transit charges based on the number of passengers annually. Federal and State Grants also account for a large portion of revenues.

The Transportation Fund formerly consisted of three divisions: Administration, Vehicle Operations, and Maintenance. Starting in FY2013, Parking Operations was added to the Transportation Fund. Parking Operations was formerly under the General Fund but starting in FY2013, all Parking Operations expenditures became a part of the Transportation Fund. Parking Operations is the division responsible for on-street parking operations such as meter collections and parking enforcement. The Administration Division is responsible for operational planning and service management, grants management, and taxi and pedicab licensing and regulation. The Vehicle Operations Division is responsible for operating an effective and efficient public transit system in accordance with all state and federal regulations. The Maintenance Division is responsible for the repair and maintenance of all service and support vehicles, facilities and equipment.

(continued)

FY 2018: Enterprise Funds

TRANSPORTATION FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Transportation Charges	\$ 988,232	\$ 938,100	\$ 937,914	\$ 998,500	\$ 902,000	23.90%
Transfers	3,624,231	2,467,054	7,479,098	2,225,000	2,400,000	63.58%
County Contributions	177,568	205,482	427,568	430,000	472,568	12.52%
State Oper. & Capital Grant	-	-	-	-	-	0.00%
Federal Oper. & Capital Gra	-	-	-	-	-	0.00%
Other	-	-	-	-	-	0.00%
Total	\$ 4,790,031	\$ 3,610,635	\$ 8,844,580	\$ 3,653,500	\$ 3,774,568	100.00%
% Change from Prior Year		-24.62%	144.96%	-58.69%	3.31%	-100.00%

* FY 2013 - FY 2016 figures do not include grant revenues. Starting in FY 2013, grant revenues and expenditures were separately appropriated one-by-one as they are received throughout the fiscal year.

TRANSPORTATION FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 3,194,431	\$ 2,788,058	\$ 2,369,368	\$ 2,250,306	\$ 2,926,904	79.33%
Operating	704,742	573,711	269,293	572,437	269,315	7.30%
Debt Service	25,034	14,018	1,513	2,035	4,115	0.11%
Depreciation	652,565	1,305,460	683,525	-	489,400	13.26%
Administrative	998,076	657,849	642,568	766,381	-	0.00%
Transfers	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	0.00%
Fleet Replacement	-	-	-	-	-	0.00%
Total	\$ 5,574,848	\$ 5,339,096	\$ 3,966,266	\$ 3,591,159	\$ 3,689,734	100.00%
% Change from Prior Year		-4.23%	-25.71%	-9.46%	2.74%	-100.00%

* FY 2013 - FY 2016 figures do not include grant revenues. Starting in FY 2013, grant revenues and expenditures were separately appropriated one-by-one as they are received throughout the fiscal year.

** FY 2013 and FY 2014 figures include Parking Operations (on-street parking) expenditures.

FY 2018: Enterprise Funds

Parking Fund

What was formerly the Off-Street Parking Fund merged with Parking Operations to form one inclusive Parking Fund. Parking Operations is both on- and off-street parking. It is a division responsible for the operation of parking meters and enforcement of all parking violations in the City (via the issuance of citations). As such, parking enforcement officers make up the bulk of the parking operations. Formerly, Parking Operations was part of the General Fund; its revenues from meter collections and parking citations were attributed to the General Fund as were all expenses associated with the operation.

Parking operations was formerly under the direction of the Police Department, but once it came under the direction of the Department of Transportation, it made fiscal sense to join Parking Operations with Off-Street Parking. This makes it easier to abide by City ordinance which mandates that parking revenues are to offset Transportation expenses. Now, revenue from Parking Operations is attributed to the Off-Street Parking Fund while expenses are charged to the Transportation Fund (which is also an enterprise fund).

The off-street parking functions of the Parking Fund remain the same. Off-street parking accounts for all financial activity associated with the operation of the City's municipal off-street parking facilities. These facilities include the Noah Hillman parking garage, Gott's Court parking garage, Knighton parking garage, Park Place parking garage and two parking lots (Larkin and South Street). The primary source of off-street revenue is from garage parking fees. The City maintains a contractual agreement with a parking management company (SP+) for the day-to-day operations of all parking facilities.

(continued)

FY 2018: Enterprise Funds

PARKING FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Off-Street Parking Charges	\$ 4,990,747	\$ 5,049,821	\$ 5,510,461	\$ 5,480,000	\$ 5,537,000	70.62%
Citations & Meters	1,981,502	2,231,813	2,067,352	2,152,000	2,110,000	26.91%
Parking Permits*	-	143,631.50	194,235	232,000	194,000	2.47%
Interest Income	-	-	1,305,900	-	-	0.00%
Total	\$ 6,972,249	\$ 7,425,266	\$ 9,077,948	\$ 7,864,000	\$ 7,841,000	100.00%
% Change from Prior Year		6.50%	22.26%	-13.37%	-0.29%	-100.00%

* In fiscal years 2011 - 2014 Parking Permits were part of the General Fund.

PARKING FUND Expenses*	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	-	513,355.38	485,389.22	703,959.89	678,128.94	8.69%
Contract Services	\$ 1,367,317	\$ 1,303,589	\$ 1,179,524	\$ 1,303,513	\$ 1,303,513	16.71%
Other Operating	410,209	630,691	453,994	662,431	550,900	7.06%
Debt Service	511,261	705,238	1,304,836	1,160,223	1,280,140	16.41%
Depreciation	967,183	1,298,799	896,213	841,074	908,700	11.65%
Administrative	643,619	240,000	589,924	476,039	678,191	8.70%
Transfers	2,787,500	2,479,505	2,400,000	2,700,000	2,400,000	30.77%
Judgements & Settlements	-	-	860,001	-	-	0.00%
Total	\$ 6,687,089	\$ 7,171,177	\$ 8,169,881	\$ 7,847,239	\$ 7,799,573	100.00%
% Change from Prior Year		7.24%	13.93%	-3.95%	-0.61%	-100.00%

* Does not include on-street Parking Operations expenses for fiscal years 2011 - 2014 (Transportation Fund).

FY 2018: Enterprise Funds

Dock Fund

The Dock Fund was an enterprise fund used to account for all financial activity associated with the management and control of the City's waterways, including slips and mooring buoys, showers and restrooms for boaters, sewage pump-out facilities for boaters, and maintenance of the City Dock area. The primary source of revenue was from slip charges. These are fees charged for mooring at a City Dock boat clip, based on the number of hours the boat stays in the slip. After a history of poor performance, the Dock Fund was dissolved effective FY 2016. Revenues and expenditures associated with the management and control of the City's waterways are now budgeted within the Recreation & Parks operating budget as part of the General Fund.

DOCK FUND Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Dock Charges	\$ 963,163	\$ 908,523	\$ -	\$ -	\$ -	0.00%
Operating Transfers	-	-	-	-	-	0.00%
State Oper. & Capital Grant	-	-	-	-	-	0.00%
Federal Oper. & Capital Gra	-	-	-	-	-	0.00%
Total	\$ 963,163	\$ 908,523	\$ -	\$ -	\$ -	0.00%
% Change from Prior Year		-5.67%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!

* FY 2013 and 2014 figures do not include grant revenues. Starting in FY 2013, grant revenues and expenditures are separately appropriated one-by-one as they are received throughout the fiscal year.

DOCK FUND Expenses	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 330,800	\$ 307,695	\$ -	\$ -	\$ -	0.00%
Operating	173,410	200,490	-	-	-	0.00%
Debt Service	283,422	331,664	-	-	-	0.00%
Depreciation	271,807	76,331	-	-	-	0.00%
Administrative	40,000	65,000	-	-	-	0.00%
Transfers	50,000	51,207	-	-	-	0.00%
Fleet Replacement	-	-	-	-	-	0.00%
Total	\$ 1,149,439	\$ 1,032,388	\$ -	\$ -	\$ -	0.00%
% Change from Prior Year		-10.18%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!

* FY 2013 and 2014 figures do not include grant-funded expenditures. Starting in FY 2013, grant revenues and expenditures are separately appropriated one-by-one as they are received throughout the fiscal year.

Debt Service Fund

Debt Service Fund Summary:

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both general government and proprietary activities. These bonds therefore are reported in the proprietary funds as they are expected to be repaid from proprietary fund revenues. In addition, general obligation bonds have been issued to refund general obligation bonds. General obligation bonds are direct obligations and pledge the full faith and credit of the City. In fiscal year 2016 the City issued its first Water and Sewer System Revenue Bonds for the refunding of General obligation bonds in the Water and Sewer Funds, and to provide funds for the improvements to the Water and Sewer Systems. The Revenue Bonds are backed by the revenues of the Water and Sewer Funds.

General Obligation Bonds:

As of June 30, 2017, the City had nine general obligation bond issues outstanding, as described below:

1. *Public Improvement Bonds of 2007* – These \$28,900,000 bonds were issued on August 15, 2007 with a fifteen year term. The bond proceeds were used to finance the start of the new recreation center, replace the City Dock bulkhead, public safety improvements, general roadway improvements, and other various public projects.
2. *Public Improvement Bonds of 2009* -- These \$26,970,000 bonds were issued on June 15, 2009, with a twenty year term. The bond proceeds were used to fund the remaining cost of the new recreation center, general roadway improvements, various public works projects, public safety facilities, and other various general governmental projects.
3. *Public Improvement and Refunding Bonds, Series 2011* – These \$35,820,000 bonds were issued in March 23, 2011 with a thirty year term. The bond proceeds were used for the refunding of all or part of five general obligation bonds: \$4,185,000 of the 1998 Public Improvement Bond, \$11,120,000 of the 2002 Public Improvement Bond, \$2,270,000 of the 2005 Public Improvement Bond, \$9,175,000 of the 2007 Public Improvement Bond and \$3,350,000 of the 2009 Public Improvement Bond. The remainder of the bond proceeds was used to finance the cost of improvement to the closed landfill, City Hall renovations, general roadways, a new City-wide financial system, sewer pumps, general sewer rehabilitation and other various general government projects.
4. *Public Improvement and Refunding Bonds, 2012 Series* – These \$19,245,000 bonds were issued on June 26, 2012 with a twenty year term. The bond proceeds will be used for the refunding of all or part of two general obligation bonds: \$8,110,000 of the 2005 Public Improvement Bonds and \$3,535,000 of the 2007 Public Improvement Bonds. The remainder of the bond proceeds will be used to finance roadway improvement, water distribution upgrades, sewer station and sewer pump rehabilitation and improvements, water treatment plant replacement, storm water management retrofit projects, the upgrade of the water and sewer control and communication system (SCADA), and various other general government projects.
5. *Public Improvement Bonds, 2013 Series* – These \$15,370,000 bonds were issues on May 16, 2013, with a twenty year term. The bond proceeds were used to finance Maintenance Facilities, City Hall renovations, Truxton Park improvements, City Dock development, public safety improvements, general roadway improvements, water treatment plant, water distribution rehabilitation, sewer rehabilitation and other various public projects.
6. *Public Improvement Refunding Bonds, 2013 Series* – These \$20,035,000 bonds were used for the refunding of the 2005 Tax Increment Financing (TIF) for the Park Place Project, in collaboration with Anne Arundel County.

Debt Service Fund

7. *Public Improvement and Refunding Bonds, 2015 Series* – These \$31,465,000 bonds were issued on May 20, 2015 with a twenty year term. The bond proceeds will be used for refunding part of three general obligation bonds; \$740,000 of the 2005 Public Improvement Bonds, \$4,815,000 of the 2007 Public Improvement Bonds and \$14,175,000 of the 2009 Public Improvement Bonds. The remainder of the bonds will be used to fund the maintenance facility, dock infrastructure improvements and other various general government projects.
8. *Public Improvement Bonds, 2016 Series* – These \$9,500,000 bonds were issued on December 21, 2016, with a twenty year term. The bond proceeds were used to finance City-wide Radio Replacement, Energy Performance Audit Recommendations, City Facility improvements, and general roadway improvements.
9. *Public Improvement Refunding Bonds, 2017A Series* – These \$3,535,000 bonds were issued on May 4, 2017 with a seven year term. The bond proceeds will be used for refunding part of two general obligation bonds; \$2,540,000 of the 2011 Public Improvement and Refunding Bonds and \$645,000 of the 2012 Public Improvement and Refunding Bonds.

Water and Sewer System Revenue Bonds:

As of June 30, 2017 the City had one outstanding revenue bond, as described below:

1. *Water and Sewer System Revenue Bonds, Series 2015A and 2015B* – These \$30,755,000 bonds were issued on December 22, 2015 with a thirty year term. The bond proceeds were used for the refunding of all or part of three general obligation bonds: \$5,245,000 of the 2011 Public Improvements and Refunding Bonds, \$4,960,000 of the 2012 Public Improvements and Refunding Bonds and \$6,795,000 of the 2013 Public Improvement Bonds. The remainder of the bond proceeds was used to finance the cost of improvements to the Water and Sewer Systems, and fund cash and debt service reserve accounts.

Loans:

As of June 30, 2017 the City had one loan outstanding, as described below:

1. *State of Maryland Water Quality Loan* - This \$22,244,177 loan was used to finance the costs of improvements to the Annapolis Water Reclamation Facility.

Capital Leases:

As of June 30, 2017 the City had two capital leases outstanding, as described below:

1. *Capital Lease - 2013* - This \$471,240 loan was used to finance the cost of replacing aged City vehicles.
2. *Capital Lease – 2013* – This \$102,894 loan was used to finance the cost of new copiers for City offices.

Debt Service Fund

LONG-TERM DEBT SUMMARY

The following is a list of the bonds, loans, and capital leases included in the City's long-term debt as of June 30, 2017.

General Fund Long-Term Debt:

<u>Bonds</u>	Year of Issuance	Outstanding Principal	Interest Rate	Year of Final Maturity
Public Improvement	2007	959,751	4.25 - 5.00%	2017
Public Improvement	2009	2,785,647	2.00 - 4.25%	2020
Public Improvement & Refunding	2011	16,900,183	0.75 - 5.00%	2040
Public Improvement & Refunding	2012	11,173,851	2.00 - 4.00%	2032
Public Improvement	2013	5,000,516	3.00 - 4.00%	2034
Public Improvement	2015	11,100,000	3.00 - 4.00%	2035
Public Refunding	2015	14,529,384	3.00 - 4.00%	2028
Public Improvement	2016	9,500,000	3.00 - 5.00%	2036
Public Refunding	2017A	2,870,457	2.06%	2024
Total Outstanding Principal		\$ 74,819,789		

<u>Capital Leases</u>	Year of Issuance	Outstanding Principal	Interest Rate	Year of Final Maturity
Vehicle Replacement	2012	\$ 53,062	1.34%	2017
Copiers	2013	\$ 26,170	1.73%	2018
Total Outstanding Principal		\$ 79,232		

GRAND TOTAL GENERAL Outstanding Principal \$ 74,899,021
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Debt Service Fund

Enterprise Funds Long Term Debt:

<u>Bonds</u>	Year of Issuance	Outstanding Principal	Interest Rate	Year of Final Maturity
Public Improvement	2007	225,248	4.25 - 5.00%	2022
Public Improvement	2009	1,014,353	2.00 - 4.25%	2029
Public Improvement & Refunding	2011	5,154,818	0.75 - 5.00%	2040
Public Improvement & Refunding	2012	1,321,150	2.00 - 4.00%	2032
Public Improvement	2013	2,379,484	3.00 - 4.00%	2034
Public Improvement Refunding	2013	17,448,000	2.54 - 3.89%	2035
Public Improvement Refunding	2015	4,695,615	3.00 - 4.00%	2028
Water & Sewer System Revenue	2015A	13,460,000	3.00 - 5.00%	2045
Water & Sewer System Revenue	2015B	17,295,000	1.00 - 5.00%	2045
Public Improvement Refunding	2017A	664,543	2.06%	2024
Total Outstanding Principal		\$ 63,658,211		

<u>Capital Leases</u>	Year of Issuance	Outstanding Principal	Interest Rate	Year of Final Maturity
Vehicle Replacement	2012	\$ -	1.34%	2017
Copiers	2013	\$ 8,723	1.73%	2018
Total Outstanding Principal		\$ 8,723		

<u>Loans</u>	Year of Issuance	Outstanding Principal	Interest Rate	Year of Final Maturity
Water Quality Loan	2013	\$ 22,244,177	0.90%	2043
Total Outstanding Principal		\$ 22,244,177		

GRAND TOTAL ENTERPRISE Outstanding Princ. \$ 85,911,111
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Debt Service Fund

DEBT SERVICE PRINCIPAL & INTEREST PAYMENTS

The tables below list the principal and interest payments for general obligation bonds, loans and capital leases for fiscal years 2014 – 2018.

General Obligation Bonds	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	FY 18 % of Total Adopted Budget
Principal	\$ 4,025,000	\$ 4,916,255	\$ 5,180,000	\$ 6,103,194	\$ 5,127,137	4.84%
Interest	3,296,130	4,718,454	4,526,501	5,482,029	5,497,807	5.19%
Total	\$ 7,321,130	\$ 9,634,709	\$ 9,706,501	\$ 11,585,223	\$ 10,624,944	10.02%
% Change from Prior Year		31.60%	0.75%	19.36%	-8.29%	

Loans	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	FY 18 % of Total Adopted Budget
Principal	\$ 102,772	\$ 106,112	\$ -	\$ -	\$ 120,000	0.11%
Interest	5,314	2,699	0	0	5,330	0.01%
Total	\$ 108,086	\$ 108,811	\$ -	\$ -	\$ 125,330	0.12%
% Change from Prior Year		0.67%	-100.00%	0.00%	0.00%	

Capital Leases	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	FY 18 % of Total Adopted Budget
Principal	\$ 223,146	\$ 194,703	\$ 418,179	\$ -	\$ 2,525	0.00%
Interest	10,434	9,659	10,228	0	79,800	0.08%
Total	\$ 233,580	\$ 204,362	\$ 428,407	\$ -	\$ 82,325	0.08%
% Change from Prior Year		-12.51%	109.63%	-100.00%	0.00%	

SUMMARY	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	FY 18 % of Total Adopted Budget
Total Principal	\$ 4,350,918	\$ 5,217,070	\$ 5,598,179	\$ 6,103,194	\$ 5,249,662	4.95%
Total Interest	3,311,878	4,730,812	4,536,729	5,482,029	5,582,937	5.27%
Total	\$ 7,662,796	\$ 9,947,882	\$ 10,134,908	\$ 11,585,223	\$ 10,832,599	10.22%
% Change from Prior Year		29.82%	1.88%	14.31%	-6.50%	

Debt Service Fund

LEGAL DEBT MARGIN

The City Charter limits the aggregate amount of bonds and other indebtedness, with certain exceptions, to 10% of the assessable base of the City, which includes real property. For FY 2018, the debt margin of the City is as follows:

Assessed Value for FY 2018: <i>(Assessable Base of Real Property)</i>	\$ 6,478,005,607
Debt Limit: 10% of Assessed Value:	647,800,561
Debt Subject to Limitation: <i>(Total FY 2017 Outstanding Long-Term Debt Principal)</i>	138,478,000
Legal Debt Margin	\$ 509,322,560
Ratio of City Debt to Assessable Base	2.14%

Under provisions of Article 41, Section 266A through 266I of the Annotated Code of Maryland, the City has participated in Industrial Revenue Bonds for various projects within the City. Neither the bonds, nor the interest thereon, constitute an indebtedness or contingent liability of the City and, accordingly, they are not included in the general long-term debt.

Debt Service as a Share of Expenditures:

- The City's budgeted debt service of \$10,832,599 for FY 2018 is 10.22% of the \$ 106,013,062 FY 2018 total expenditure budget.
- \$5,751,270 of this debt service total is General Fund debt service, which is equal to 7.76% of the total General Fund budgeted expenditures of \$74,141,524.

Debt Service Fund

SHORT-TERM DEBT SUMMARY

During fiscal year 2011 the City obtained a Tax Anticipation Note (TAN). A TAN is a municipal note issued in anticipation of revenues from future tax receipts. The City's TAN required repayment within 18 months of issuance, or December 2012.

Additionally, in fiscal year 2012, the City obtained one short-term loan in the form of a bank-issued line of credit. The loan was repaid in full, with interest, in fiscal year 2013, less than six months after issuance. In fiscal year 2014, the City obtained another short-term loan in the amount of \$3,000,000, which was repaid three months after issuance.

In fiscal year 2014, the City obtained a Bond Anticipation Note (BAN) in the amount of \$11,500,000. The BAN expired in fiscal year 2016, and the City never utilized the BAN.

The following table summarizes these short-term debts which have influenced the City's recent fiscal standing.

<u>Short Term Borrowing</u>	Amount Borrowed FY 2014	Amount Borrowed FY 2015	Amount Borrowed FY 2016	Amount Borrowed FY 2017	Amount Outstanding June 30, 2017	Date of Final Maturity
Line of Credit	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	All paid in full
Tax Anticipation Note	-	-	-	-	-	All paid in full
Bond Anticipation Note	11,500,000	-	-	-	-	All paid in full
Total Outstanding Principal (Short-Term Debt)					\$ -	

Position Summary: Full-Time Equivalent Positions

- The following table summarizes the changes in permanent positions from FY 2014 to FY 2018.

<u>Permanent Positions</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	FY 18 % of City-wide Total FTE
Mayor & Alderpersons	18	18	17	17	17	3.06%
Economic Affairs	-	-	-	-	-	0.00%
Finance	31	31	31	21	21	3.78%
MIT	0	0	0	10	10	1.80%
Human Resources	6	6	6	5	5	0.90%
Planning & Zoning	11	11	11	11	32	5.77%
Police	149	149	140	140	150	27.03%
Fire	135	132	131	131	143	25.77%
Neighborh'd & Environ.	23	23	23	24	3	0.54%
Public Works (DPW)	96	96	94	97	97	17.48%
Recreation & Parks	24	25	28	25	25	4.50%
Transportation	51	52	53	52	52	9.37%
Total	544	543	534	533	555	100.00%
Change from Prior Year*		-0.18%	-1.66%	-0.19%	4.13%	

Effective FY 2017, MIT is no longer managed by Finance. FY2013-FY2016, MIT positions included with Finance

Position Summary: Classification

- The following tables show the FY 18 adopted position classification schedule.

FY 2018 Position Classification and Grade

Job Class	Job Description	Grade
1001	OFFICE ASSOCIATE I	A02
1002	OFFICE ASSOCIATE II	A04
1004	POLICE RECORDS SPECIALIST	A06
1005	OFFICE ASSOCIATE III	A06
1006	OFFICE ASSOCIATE IV	A07
1007	EXECUTIVE OFFICE ASSOCIATE	A10
1008	ADMINISTRATIVE OFFICE ASSOC	A09
1009	TRAINING PROGRAM ADMINISTRATOR	A15
1010	LEGAL ASSISTANT	A09 A10
1011	BENEFITS ADMINISTRATOR	A15
1013	PERMITS ADMINISTRATOR	A10
1014	CITY CLERK	A16
1015	DEPUTY CITY CLERK	A10
1016	PW COMMUNICATIONS OP	A07
1017	RECRUITMENT/EMPLOYEE RELATIONS	A15
1018	FIRE ADMINISTRATIVE OFFICER	A14
1019	LEGISLATIVE AND POLICY ANALYST	A14
1023	HISTORIC PRESERVATION ASST	A11
1024	WARRANT CONTROL CLERK	A05
1025	HUMAN RESOURCES ASSOCIATE I	A07
1026	HR OFFICE ADMINISTRATOR	A10
1028	PERMITS ASSOCIATE	A07
1029	ADMINISTRATIVE ASSISTANT	A08
1030	ELECTION/BOARD & COMM ADMIN	A10
1101	MIT ANALYST	A16
1103	MIT MANAGER	A18
1104	MIT SPECIALIST	A12
1105	MIT WEB DEVELOPER	A13
1106	MIT NETWORK ENGINEER	A15
1112	MIT ADMIN SUPPORT ANALYST	A10
1113	GIS COORDINATOR	A15
1114	GIS TECHNICIAN	A11
1201	PROCUREMENT OFFICER	A18
1202	SENIOR BUYER	A10
1203	BUYER	A09
1204	SENIOR PURCHASING CLERK	A08
1205	POLICE ADMINISTRATIVE CLERK	A09
1207	FACILITIES MAINT SUPERVISOR	A13
1301	FINANCE DIRECTOR	A20
1302	ASSISTANT FINANCE DIRECTOR	A18
1304	SENIOR ACCOUNTANT	A15

Position Summary: Classification

1306	ACCOUNTING ASSOCIATE I	A07
1307	ACCOUNTING ASSOCIATE II	A08
1308	ACCOUNTING ASSOCIATE III	A09
1309	ACCOUNTANT	A13
1311	FINANCE OFFICE ADMINISTRATOR	A10
1312	FINANCE OFFICE MANAGER	A13
1502	ALDERMAN	
1503	CITY MANAGER	
1504	MAYOR	
1507	MARKETING SPECIALIST - TRANSP	A13
1508	COMMUNITY SERVICES SPECIALST	A10
1509	COMMUNICATIONS OFFICER	A18
1511	SMBE COORDINATOR	A14
1519	HS OFFICER & OMBUDSMAN	A18
1520	COMMUNITY RELATIONS SPECIALIST	A12
1521	CITY COUNCIL ASSOCIATE	A10
1522	ASSISTANT CITY MANAGER	A14
1533	HUMAN RESOURCES MANAGER	A18
1601	DIRECTOR OF TRANSPORTATION	A20
1602	TRANS GRANTS SPECIALIST	A13
1603	TRANSPORTATION SUPERVISOR	A10
1604	TRANS SUPERINTENDENT	A14
1605	BUS DRIVER II	A07
1606	BUS DRIVER I	A05
1607	TRANSPORTATION INSPECTOR	A10
1608	TRANSPORTATION SPECIALIST	A13
1609	BUS DRIVER TRAINEE	A04
1610	FLEET MAINTENANCE SPECIALIST	A11
1611	FLEET MAINTENANCE TECHNICIAN I	A10
1612	FLEET MAINTENANCE TECH II	A11
1613	FLEET MAINTENANCE SUPERVISOR	A12
1614	LEAD BUS DRIVER	A08
1616	FLEET MAINTENANCE TECH III	A12
1617	FLEET PARTS SPECIALIST	A09
1700	MOBILITY & PARKING SPECIALIST	A13
2001	CITY ATTORNEY	A20
2002	ASSISTANT CITY ATTORNEY	A18
2003	PARALEGAL	A10
2004	ATTORNEY I	A14
2005	ATTORNEY II	A16
4001	POLICE CHIEF	P20
4002	POLICE MAJOR/DEPUTY CHIEF	P18
4003	POLICE CAPTAIN	P17

Position Summary: Classification

4004	POLICE LIEUTENANT	P15
4005	POLICE SERGEANT	P13
4006	POLICE CORPORAL	P12
4007	POLICE OFFICER 1/C	P11
4009	POLICE OFFICER	P10
4011	PARKING ENFORCEMENT OFFICER I	A04
4012	PARKING ENFORCEMENT OFF SUPER	A06
4013	POLICE COMMUNICATIONS OPER 2	A11
4014	POLICE COMMUNICATIONS OPER 1	A09
4016	POLICE PROPERTY COORDINATOR	A10
4017	POLICE PLANNING ANALYST	A10
4019	POLICE ID SPECIALIST	A08
4020	PARKING METER COLLECTOR II	A08
4021	PARKING METER COLLECTOR I	A05
4022	WARRANT CONTROL/RECORDS SUPER	A10
4026	COMMUNITY SRVS SUPERVISOR	A14
4027	SYSTEMS SUPPORT SPECIALIST	A12
4030	POL EXTERNAL AFFAIRS OFFICER	A15
4031	HISPANIC COMMUNITY LIAISON	A12
4032	ADMIN ENFORCEMENT ASSOC	A08
4033	CRIME ANALYST	A12
4101	FIRE CHIEF	F20
4102	DEPUTY FIRE CHIEF	F18
4103	FIRE BATTALION CHIEF	F17
4104	FIRE CAPTAIN	F16
4105	FIRE LIEUTENANT	F15
4108	FIRE APPARATUS MAINT SPECIALIS	A11
4109	FIRE ADMIN SPECIALIST	A12
4110	FIREFIGHTER I	F10
4111	FIREFIGHTER II	F10
4112	FF I/II-EMT-I OR CRT	F11
4113	FF II-TECHNICIAN	F11
4114	FF III	F11
4115	FF I/II EMT-P	F12
4116	FF II-FIRE MARSHAL INSP	F12
4119	FF III-EMT-I OR CRT	F12
4120	FF III - TECHNICIAN	F12
4121	FF 1/C	F13
4122	FF III-EMT-P	F13
4124	FF III-FIRE MARSHAL INVEST	F13
4126	FIREFIGHTER 1/C ALS	F14
4127	FF 1/C-FIRE MARSHAL INSPECTOR	F14
4128	FF 1/C-FIRE MARSHAL INVST	F14

Position Summary: Compensation

4129	FF 1/C - INSTRUCTOR	F14
4200	DEP DIR EMERGENCY PREPAREDNESS	A14
4201	PIO & QUARTERMASTER	A12
4300	RISK ANALYST	A12
5001	PLANNING DIRECTOR	A20
5002	CHIEF OF CURRENT PLANNING	A18
5003	CHIEF OF HISTORIC PRESERVATION	A17
5004	CHIEF COMPREHENSIVE PLANNING	A17
5005	SENIOR PLANNER	A15
5006	ZONING ENFORCEMENT OFFICER	A13
5007	PLANNER	A13
5008	COMMUNITY DEVELOPMENT ADMIN	A17
5009	COMMUNITY DEV SPECIALIST	A13
5010	SR COMPREHENSIVE PLANNER	A15
5011	SR TRANSPORTATION PLANNER	A15
5012	PLANNING OFFICE ADMINISTRATOR	A10
5101	DIRECTOR OF PUBLIC WORKS	A20
5102	ASSISTANT DIRECTOR PW	A18
5103	PW BUREAU CHIEF-ENGINEERING	A18
5105	BUREAU CHIEF-ENVTL PROGRAMS	A17
5106	COMPUTER DRAFTSPERSON	A11
5107	ENGINEERING TECHNICIAN III	A09
5108	ENGINEERING TECHNICIAN II	A08
5109	ENGINEERING TECHNICIAN IV	A10
5110	CIVIL ENGINEER II	A15
5111	CIVIL ENGINEER I	A13
5113	TRAFFIC ENGINEER	A15
5114	ASSISTANT TO THE DIRECTOR PLANNING & ZONING	A15
5115	PUBLIC WORKS ANALYST	A15
5195	OFFICE OF ENVIRONMENTAL POLICY DIRECTOR	A20
5201	CHIEF OF CODE ENFORCEMENT	A17
5202	BUILDING INSPECTOR	A10
5203	SENIOR PROP MAINT INSPECTOR	A12
5204	PROPERTY MAINTENANCE INSPECTOR	A09
5205	PLUMBING/UTILITY INSPECTOR	A12
5206	ENVIRONMENTAL PROGRAM COORD	A12
5207	ELECTRICAL INSPECTOR	A12
5208	ARCHITECTURAL PLANS REVIEWER	A15
5209	PUBLIC WORKS INSPECTOR	A10
5210	ENVIRONMENTALIST	A12
5211	MECHANICAL/LIFE SAFETY INSPECT	A12
5212	FIRE SAFETY INSPECTOR	A09
5213	COMBINATION INSPECTOR	A13

Position Summary: Compensation

5214	STORMWATER MANAGEMENT ENGINEER	A15
5215	ENVIRONMENTAL COMPLIANCE INSP	A10
6001	DIRECTOR OF REC AND PARKS	A20
6002	PARKS ADMINISTRATOR	A15
6003	RECREATION SPORTS SUPERVISOR	A12
6004	RECREATION LEADER I	A07
6005	RECREATION LEADER II	A08
6006	RECREATION PROGRAM SUPERVISOR	A14
6007	HORTICULTURIST	A13
6008	PARKS TURF SPECIALIST	A08
6009	RECREATION OFFICE ADMIN	A10
6010	PARK FOREMAN	A10
6011	PARKS MAINTENANCE WORKER I	A05
6013	DANCE & FITNESS COORDINATOR	A04
6014	RECREATION DIVISION CHIEF	A16
6015	PARKS&FACILITIESDIVISION CHIEF	A16
6016	STANTON CENTER MANAGER	A13
6017	COMM HEALTH & AQUATICS SUPVSR	A12
6100	FRONT DESK SUPERVISOR	A12
6200	MARKETING/MBRSHP COORDINATOR	A10
6300	PMRC FACILITY SUPERVISOR	A12
6311	PARKS MAINTENANCE WORKER III	A07
7001	PW MAINTENANCE WORKER I	A04
7002	PW MAINTENANCE WORKER II	A05
7003	PARKS MAINTENANCE WORKER II	A06
7004	MASON I	A07
7005	MASON II	A08
7010	PUBLIC WORKS SUPERVISOR	A11
7012	CREW LEADER	A09
7014	TRAFFIC TECHNICIAN I	A06
7015	TRAFFIC TECHNICIAN II	A08
7016	TRAFFIC TECHNICIAN III	A10
7101	PUBLIC WORKS SERVICE WORKER	A04
7104	SUPERINTENDENT-PW SERVICES	A16
7201	GARAGE SUPERVISOR	A12
7203	AUTOMOTIVE TECHNICIAN	A09
7220	FLEET MANAGER	A16
7301	EQUIPMENT OPERATOR I	A06
7302	EQUIPMENT OPERATOR II	A07
7303	EQUIPMENT OPERATOR III	A08
7402	SUPERINTENDENT-PW UTILITIES	A16
7403	WATER PLANT SUPERINTENDENT	A16
7404	ASST WATER PLANT SUPT	A14

Position Summary: Compensation

7405	UTILITY SUPERVISOR	A12
7406	INSTRUMENTATION TECHNICIAN	A10
7407	METER TECHNICIAN I	A06
7408	METER TECHNICIAN II	A07
7409	UTILITY MECHANIC II	A09
7410	WATER PLANT MECHANIC	A09
7411	UNDERGROUND UTILITY LOCATOR	A07
7412	WATER PLANT TECHNICIAN I	A07
7413	WATER PLANT TECHNICIAN II	A09
7414	WATER PLANT TECHNICIAN III	A11
7415	UTILITY MECHANIC III	A10
7417	WATER PLANT OPERATOR IV	A11
7600	FACILITIES MAINT ENGINEER II	A12
7601	FACILITIES MAINT ENGINEER I	A11
7602	FACILITIES MAINTENANCE TECHNIC	A07
8001	HARBORMASTER	A18
8002	HARBORMASTER OFFICE ADMIN	A10
8004	DEPUTY HARBORMASTER	A13

Position Summary: Compensation

- The following tables show the FY 18 adopted compensation schedule. Employees are compensated per grade (as listed in the preceding classification tables) and step. An employee's step is most commonly a function of longevity within the position.

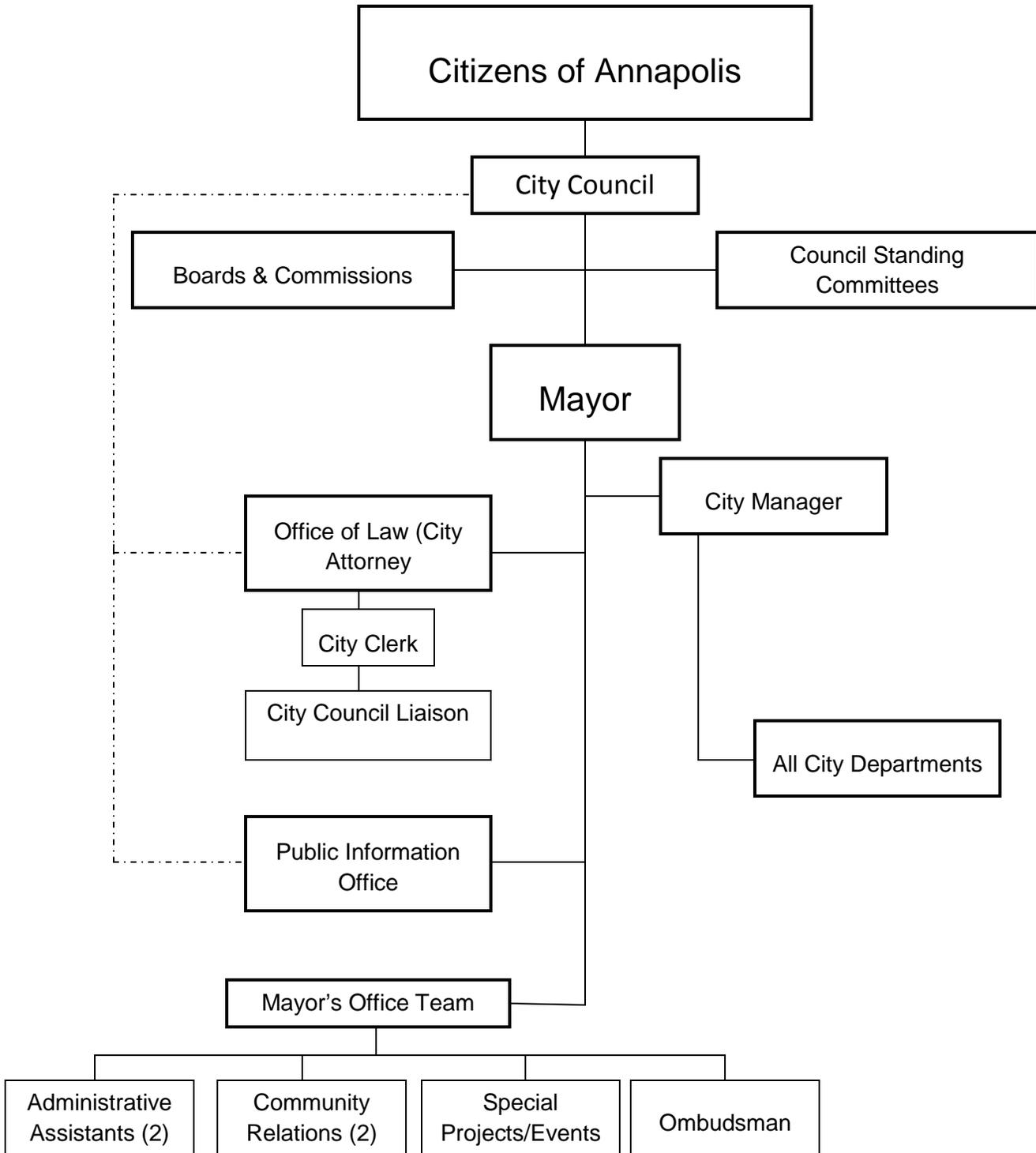
Civilian Positions (A01-A20):
Sworn Fire Positions (F10-F20):
Sworn Police Positions (P10-P20):

Pay Scale Effective 07/01/2017 GRADE (7.5%)	STEP (5.361%)											
	1	2	3	4	5	6	7	8	9	10	11	12
A01	23,704.19	24,975.36	26,314.18	27,724.65	29,210.68	30,777.31	32,427.15	34,165.30	35,996.87	37,927.03		
A02	25,482.16	26,847.90	28,287.84	29,804.56	31,401.92	33,085.03	34,859.03	36,727.72	38,696.26	40,771.04		
A03	27,393.83	28,862.54	30,409.96	32,040.62	33,758.29	35,566.83	37,473.93	39,483.42	41,600.44	43,830.08		
A04	29,448.02	31,026.89	32,689.55	34,443.04	36,288.71	38,234.21	40,284.67	42,443.92	44,719.64	47,116.96		
A05	31,656.52	33,353.82	35,141.89	37,025.94	39,011.15	41,102.54	43,305.30	45,627.11	48,073.06	50,650.85		
A06	34,031.07	35,856.09	37,777.25	39,803.41	41,937.07	44,184.62	46,553.77	49,049.65	51,678.66	54,449.71		
A07	36,583.39	38,545.23	40,611.05	42,788.23	45,081.86	47,498.38	50,045.46	52,728.19	55,555.55	58,532.71		
A08	39,326.74	41,435.33	43,656.03	45,997.01	48,462.18	51,060.42	53,798.23	56,681.90	59,720.47	62,922.87		
A09	42,275.78	44,541.74	46,930.09	49,446.44	52,097.18	54,890.00	57,832.57	60,932.58	64,198.97	67,640.70		
A10	45,446.74	47,883.64	50,449.90	53,154.42	56,004.81	59,006.26	62,170.27	65,503.20	69,015.36	72,714.37		
A11	48,855.73	51,475.15	54,234.68	57,141.41	60,205.57	63,433.58	66,833.07	70,416.88	74,191.41	78,169.45		
A12	52,518.92	55,334.14	58,301.03	61,426.62	64,719.90	68,188.51	71,845.29	75,696.63	79,754.02	84,030.28		
A13	56,458.36	59,484.96	62,674.55	66,034.39	69,574.68	73,304.42	77,233.81	81,374.41	85,736.44	90,332.67		
A14	60,693.12	63,946.81	67,374.49	70,986.46	74,792.98	78,801.74	83,026.80	87,478.42	92,168.09	97,108.64		
A15	65,243.82	68,741.45	72,426.39	76,309.72	80,400.36	84,711.20	89,252.42	94,036.80	99,078.48	104,390.19		
A16	70,138.36	73,898.30	77,859.71	82,034.85	86,432.71	91,066.06	95,947.76	101,091.80	106,511.05	112,220.84		
A17	75,398.77	79,440.43	83,700.05	88,187.51	92,914.29	97,895.82	103,143.54	108,672.84	114,499.12	120,637.68		
A18	81,052.97	85,398.53	89,976.86	94,799.65	99,882.25	105,237.52	110,878.20	116,823.49	123,086.22	129,684.27		
A19	87,131.84	91,803.31	96,724.66	101,909.69	107,373.74	113,129.59	119,193.92	125,584.64	132,317.09	139,410.48		
A20	93,666.24	98,688.10	103,978.06	109,552.18	115,425.80	121,614.27	128,132.99	135,002.38	142,240.44	149,866.27		
F10	41,775.63	44,015.42	46,374.83	48,860.58	51,480.76	54,239.90	57,148.37	60,211.93	63,439.73	66,841.01	70,424.35	74,199.80
F11	44,909.88	47,317.90	49,854.20	52,527.19	55,342.63	58,309.69	61,435.27	64,729.72	68,199.90	71,856.16	75,708.38	79,767.10
F12	48,278.20	50,866.19	53,593.18	56,466.05	59,493.99	62,682.76	66,043.81	69,584.06	73,315.01	77,244.67	81,385.75	85,748.84
F13	51,897.60	54,679.84	57,611.29	60,700.12	63,954.35	67,382.02	70,994.65	74,800.26	78,810.33	83,036.35	87,487.92	92,178.15
F14	55,789.47	58,780.65	61,931.51	65,251.22	68,750.12	72,435.11	76,318.82	80,410.44	84,721.47	89,263.38	94,048.79	99,090.75
F15	59,974.82	63,190.46	66,577.95	70,146.92	73,907.72	77,869.56	82,043.89	86,442.20	91,077.16	95,959.09	101,103.45	106,523.61
F16	64,472.40	67,928.80	71,570.14	75,406.76	79,450.15	83,709.48	88,197.40	92,925.40	97,907.26	103,155.61	108,685.79	
F17	69,309.76	73,025.53	76,940.26	81,065.20	85,410.69	89,989.36	94,813.85	99,896.79	105,253.12	110,895.48	116,840.60	
F18	74,507.54	78,502.48	82,710.12	87,144.07	91,815.76	96,739.05	101,924.23	107,388.54	113,145.75	119,211.97	125,602.93	
F20	86,101.86	90,717.63	95,581.17	100,705.47	106,104.30	111,792.60	117,785.31	124,099.64	130,752.85	137,762.13	145,147.56	
P10	48,425.08	51,021.78	53,756.22	56,638.52	59,675.55	62,874.26	66,245.69	69,796.73	73,538.37	77,480.53	81,634.27	
P11	52,059.46	54,850.56	57,790.87	60,888.73	64,153.74	67,592.88	71,215.79	75,033.49	79,057.08	83,294.85	87,760.28	
P12	55,962.85	58,962.60	62,123.95	65,453.95	68,963.54	72,661.05	76,556.16	80,659.90	84,984.71	89,540.26	94,340.52	
P13	60,159.17	63,384.11	66,781.78	70,361.85	74,135.37	78,109.23	82,295.84	86,707.74	91,357.25	96,254.10	101,414.29	
P15	68,158.59	71,812.06	75,661.93	79,719.06	83,992.94	88,495.76	93,239.71	98,238.31	103,505.16	109,053.75		
P17	78,765.41	82,987.81	87,436.45	92,124.85	97,063.86	102,267.00	107,749.25	113,525.39	119,611.72	126,024.64		
P18	84,672.99	89,212.37	93,995.60	99,033.49	104,343.68	109,936.97	115,831.02	122,040.56	128,583.48	135,475.96		
P20	97,849.53	103,094.69	108,621.63	114,445.21	120,580.33	127,044.62	133,855.76	141,032.64	148,592.83	156,559.55		

Position Summary: Compensation

Pay Scale Effective 01/01/2018 GRADE (7.5%)	Includes a 1% COLA effective 01/01/2018											
	STEP (5.361%)											
	1	2	3	4	5	6	7	8	9	10	11	12
A01	23,941.23	25,225.11	26,577.32	28,001.90	29,502.79	31,085.08	32,751.42	34,506.95	36,356.84	38,306.30		
A02	25,736.98	27,116.38	28,570.72	30,102.61	31,715.94	33,415.88	35,207.62	37,095.00	39,083.23	41,178.76		
A03	27,667.77	29,151.17	30,714.06	32,361.02	34,095.87	35,922.50	37,848.67	39,878.25	42,016.44	44,268.38		
A04	29,742.50	31,337.16	33,016.44	34,787.47	36,651.60	38,616.55	40,687.51	42,868.36	45,166.83	47,588.13		
A05	31,973.08	33,687.36	35,493.31	37,396.20	39,401.26	41,513.56	43,738.35	46,083.38	48,553.79	51,157.36		
A06	34,371.38	36,214.65	38,155.03	40,201.45	42,356.44	44,626.46	47,019.31	49,540.15	52,195.44	54,994.21		
A07	36,949.23	38,930.68	41,017.16	43,216.11	45,532.68	47,973.37	50,545.91	53,255.47	56,111.10	59,118.03		
A08	39,720.00	41,849.68	44,092.59	46,456.98	48,946.80	51,571.03	54,336.21	57,248.71	60,317.68	63,552.10		
A09	42,698.54	44,987.16	47,399.39	49,940.91	52,618.15	55,438.90	58,410.90	61,541.90	64,840.96	68,317.10		
A10	45,901.21	48,362.48	50,954.40	53,685.97	56,564.86	59,596.33	62,791.97	66,158.23	69,705.51	73,441.52		
A11	49,344.28	51,989.90	54,777.03	57,712.83	60,807.62	64,067.92	67,501.40	71,121.04	74,933.32	78,951.15		
A12	53,044.11	55,887.48	58,884.04	62,040.88	65,367.10	68,870.40	72,563.74	76,453.59	80,551.56	84,870.59		
A13	57,022.95	60,079.81	63,301.30	66,694.73	70,270.43	74,037.46	78,006.15	82,188.16	86,593.80	91,236.00		
A14	61,300.06	64,586.28	68,048.23	71,696.33	75,540.91	79,589.76	83,857.07	88,353.21	93,089.78	98,079.73		
A15	65,896.26	69,428.86	73,150.65	77,072.81	81,204.37	85,558.31	90,144.94	94,977.17	100,069.26	105,434.09		
A16	70,839.74	74,637.28	78,638.31	82,855.19	87,297.04	91,976.72	96,907.23	102,102.72	107,576.16	113,343.05		
A17	76,152.76	80,234.83	84,537.05	89,069.38	93,843.44	98,874.77	104,174.97	109,759.57	115,644.11	121,844.06		
A18	81,863.50	86,252.51	90,876.63	95,747.65	100,881.07	106,289.89	111,986.98	117,991.72	124,317.08	130,981.11		
A19	88,003.16	92,721.34	97,691.90	102,928.78	108,447.47	114,260.89	120,385.86	126,840.49	133,640.26	140,804.58		
A20	94,602.91	99,674.98	105,017.84	110,647.71	116,580.06	122,830.41	129,414.32	136,352.41	143,662.84	151,364.93		
F10	42,193.39	44,455.58	46,838.57	49,349.18	51,995.56	54,782.30	57,719.86	60,814.04	64,074.12	67,509.42	71,128.59	74,941.79
F11	45,358.97	47,791.08	50,352.74	53,052.46	55,896.05	58,892.79	62,049.62	65,377.02	68,881.90	72,574.73	76,465.46	80,564.77
F12	48,760.99	51,374.85	54,129.11	57,030.71	60,088.93	63,309.58	66,704.25	70,279.90	74,048.16	78,017.11	82,199.61	86,606.33
F13	52,416.57	55,226.63	58,187.40	61,307.12	64,593.89	68,055.84	71,704.60	75,548.27	79,598.43	83,866.72	88,362.80	93,099.93
F14	56,347.36	59,368.46	62,550.82	65,903.73	69,437.62	73,159.46	77,082.01	81,214.55	85,568.69	90,156.01	94,989.28	100,081.66
F15	60,574.57	63,822.36	67,243.73	70,848.39	74,646.80	78,648.25	82,864.33	87,306.62	91,987.93	96,918.68	102,114.48	107,588.84
F16	65,117.13	68,608.09	72,285.84	76,160.83	80,244.65	84,546.57	89,079.37	93,854.66	98,886.33	104,187.17	109,772.65	
F17	70,002.86	73,755.78	77,709.66	81,875.85	86,264.80	90,889.25	95,761.99	100,895.76	106,305.65	112,004.43	118,009.00	
F18	75,252.62	79,287.51	83,537.22	88,015.51	92,733.92	97,706.44	102,943.47	108,462.43	114,277.21	120,404.09	126,858.96	
F20	86,962.88	91,624.81	96,536.98	101,712.52	107,165.34	112,910.53	118,963.17	125,340.64	132,060.38	139,139.76	146,599.04	
P10	48,909.33	51,532.00	54,293.78	57,204.90	60,272.30	63,503.00	66,908.14	70,494.70	74,273.76	78,255.34	82,450.61	
P11	52,580.05	55,399.06	58,368.78	61,497.62	64,795.28	68,268.81	71,927.95	75,783.82	79,847.65	84,127.80	88,637.89	
P12	56,522.47	59,552.23	62,745.19	66,108.49	69,653.17	73,387.66	77,321.72	81,466.49	85,834.56	90,435.67	95,283.92	
P13	60,760.76	64,017.95	67,449.59	71,065.47	74,876.73	78,890.33	83,118.80	87,574.82	92,270.82	97,216.64	102,428.43	
P15	68,840.18	72,530.18	76,418.55	80,516.25	84,832.86	89,380.72	94,172.11	99,220.69	104,540.21	110,144.29	116,044.29	
P17	79,553.07	83,817.69	88,310.81	93,046.09	98,034.50	103,289.67	108,826.74	114,660.64	120,807.84	127,284.88		
P18	85,519.72	90,104.50	94,935.56	100,023.82	105,387.12	111,036.34	116,989.33	123,260.96	129,869.32	136,830.72		
P20	98,828.03	104,125.64	109,707.84	115,589.67	121,786.13	128,315.07	135,194.32	142,442.97	150,078.76	158,125.15		

Department of the Mayor and Alderpersons



Department of the Mayor and Alderpersons

Fund Support: General Fund

Description:

All municipal legislative powers under the Constitution and Laws of Maryland are vested in the City Council. The City Council consists of nine members - the Mayor and eight Aldermen, who are nominated and elected by the voters of the City for terms of four years each. Each of the Aldermen represents a specific geographic area of the City known as a "Ward", whose boundaries are specified in the City Code.

The Mayor presides over the meetings of the City Council and is the "Chief Executive of the City", devoting full time to the duties of the office. He/she supervises the City Manager, appointed by the Mayor and City Council. The City Manager is the direct subordinate of the Mayor and is the immediate supervisor of each Department Director.

The City Manager serves as the appointing and supervising authority of the department directors. The City Manager serves as the Chief Administrative Officer of the City.

Included in the Mayor's Office is the Mayor's Office Team. This team consists of a Human Services Officer and two Community Relations Specialists.

The Public Information Office, the Office of Law, and the Boards and Commissions Office are separate divisions under the Department of the Mayor and Aldermen.

STAFFING SUMMARY BY POSITION: FISCAL YEAR 2018

Permanent Positions

Total FTE: 17

Mayor's Office:

Mayor	1
City Manager	1
Ombudsman/Human Services Officer	1
Community Relations Specialist	2
Executive Office Associate	1
Administrative Assistant	1

Public Information Office:

Communications Officer	1
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City Attorney:

City Attorney	1
Assistant City Attorney	3
Legal Assistant	1
Legislative Specialist	1
City Clerk	1
Deputy City Clerk	1

Boards and Commissions Office:

City Council Liaison	1
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Department of the Mayor and Alderpersons

Contractual and Temporary Positions

The Department of the Mayor and Aldermen has various temporary and/or contractual positions. These positions consist primarily of the Community Services Specialist, the technical support to the Public Information Office, and office administration positions.

Department of the Mayor and Alderpersons

Division: Mayor's Office and Team

Description:

The Mayor's Office is responsible for the overall management of the City government. This department includes the Mayor and Aldermen and the City Manager. The Mayor is the Chief Executive Officer and the City Manager is the Chief Administrative Officer who directly supervises all department directors. The Mayor's Office Team, described below, is included in the Mayor's Office budget.

Mission:

To foster a collaborative environment in which to provide City services in the most effective, transparent and efficient manner possible for all residents, businesses, workers and visitors to the City of Annapolis.

Mayor's Office Team:

Description:

The Mayor's Office Team is responsible for ensuring quality customer service to the residents, visitors and stakeholders of the City of Annapolis. This Team consists of an Ombudsman/Human Services Officer who supervises two Community Relations Specialists and two administrative staff. In January of 2013 the City activated *ReportIt!*, a computer web-based program that provides City residents with a way to report requests or concerns within their community to City Departments. The responsibility for monitoring and oversight of this *iWorq* program is under the Ombudsman/Human Services Officer and Community Relations Specialist.

Mission:

To provide consistent, effective and quality customer service through clear and respectful communication in a timely, responsive manner while engaging all members of the community through both electronic and in-person information-sharing, training, and technical assistance.

Goals & Objectives:

- A. Provide quality customer service:
 - Respond to customers in a professional, respectful and clear manner.
 - Ensure all constituents who use the *ReportIt!* program for constituent service requests are assigned to appropriate Departments within 48 hours after receipt of an automated reply.
- B. Respond to customers in a timely manner
 - Following *ReportIt!* program automated reply and assignment to appropriate Department, requested information will be provided, or acknowledged that the inquiry is being worked on, within 48 hours.
- C. Engage the full diversity of the community in City government activities.
 - Ensure the inclusion of people of varied geographic, socioeconomic, racial, gender, sexual preference, national origin, and religious groups as well as engaging the varied types of customers (resident, business-owner, worker or visitor).

Department of the Mayor and Alderpersons

Division: Mayor's Office and Team

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 data was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

There were no CPM survey questions which pertained directly to the services provided by the Mayor's Office Team; however, quality customer service, timely response to customers, and engaging the full diversity of the community will be tracked through the *ReportIt!* computer based program and the CPM survey.

- A. Provide quality customer service:
 - A sampling of *ReportIt!* program customers were surveyed in January of 2014 to determine a baseline for customer satisfaction.
 - Included in the *ReportIt!* program questions in the City's annual CPM Survey on knowledge of the program and customer satisfaction.
- B. Timely Response to Customers:
 - The Mayor's Community Relations Specialist will review/monitor daily *ReportIt!* inquiries and will include a monthly report in the City Manager's Report documenting data on timely response to customers.
- C. Engage the full diversity of the community:
 - See A. above: Include a question on inclusion and diversity in both surveys (*ReportIt!* sampling and CPM Survey mentioned in A. to benchmark our efforts.
 - Implement Strategic Plan recommendation which identifies tasks to address community outreach to underserved and diverse populations.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

Department of the Mayor and Alderpersons

Division: Mayor's Office and Team

BUDGET SUMMARY:

Budget Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,244,884	\$ 960,413	\$ 798,079	\$ 742,988	\$ 801,871	91.50%
Operating	132,250	143,936	113,901	86,500	74,500	8.50%
Total	\$ 1,377,134	\$ 1,104,349	\$ 911,980	\$ 829,488	\$ 876,371	100.00%
% Change from Prior Year		-19.81%	-17.42%	-9.05%	5.65%	

Department of the Mayor and Aldermen

Division: Office of Law

Description:

The City Attorney's Office includes the Office of Law and the City Clerk's Office. The City Attorney's Office consists of a City Attorney, three Assistant City Attorneys, a City Clerk, an Assistant City Clerk, a Legislative & Policy Analyst, a Legal Assistant, and a City Council Liaison.

The Office of Law provides legal services for the City in compliance with federal, state, county and city laws. As provided for in the City Charter and Code, the City Attorney's Office represents the City in a wide-range of transactions involving public and private entities; represents the City and all its departments, agencies, boards, commissions, and committees in connection with any litigation in which the City is involved; drafts legal opinions and provides legal advice to various boards, commissions and agencies of the City; drafts and reviews all ordinances, resolutions and charter amendments for the City; prepares and reviews for legal sufficiency and form all documents to be executed by the City or to which the City is a party; and performs such other duties as may be assigned by the Annapolis City Council. The City Attorney or designee attends meetings of the City Council, various City boards, commissions, and committees as required. The City Attorney's Office also acts as the liaison for the City's Ethics Commission. Specialized legal services are provided to the City by private law firms on a contractual basis.

The City Clerk's Office maintains the permanent legislative records of the City in a manner consistent with state and city regulations. The City Clerk is the custodian of the City Seal and the official records of the City; keeps a record of all proceedings of the Annapolis City Council; maintains and records all laws, charter amendments, ordinances, and resolutions adopted and enacted by the Annapolis City Council; maintains and records annexations; prepares and grants certificates for licenses; and directly issues over 25 different types of permits. The City Clerk or her designee serves as Clerk to the City Council, Alcoholic Beverage Control Board and the Board of Supervisors of Elections.

Mission:

To provide legal representation and manage risks to the City by the timely delivery of general and specialized legal counsel and paralegal support to the Mayor, City Council and City officers, employees, departments, agencies, boards, commissions, and committees in connection with legal opinions, ordinances, charter amendments, external entities, lawsuits, proceedings, negotiations, grievances, and contracts to which the City is or may become a party.

To certify and attest to the actions of the City; to corroborate, handle, make ready, and archive the City's official records, documents, epistles, proceedings of the Council, charter amendment laws, ordinances, and resolutions adopted or enacted by the City Council, and to ensure convenient and reasonably unencumbered access of this information; to ensure a convenient, consistent and timely process for the application and issuance of City licenses and permits; and to plan, organize and supervise the City's electoral process.

Services:

- Drafts and reviews all ordinances, resolutions and charter amendments for the City.
- Represents the City and all its departments, agencies, boards, and commissions in connection with any litigation in which the City is involved.
- Drafts legal opinions and provides legal advice to the Mayor, City Council and officers and employees of the City and various boards and commissions.
- Prepares and reviews for form and legal sufficiency all documents to be executed by the City or to which the City is a party.

Department of the Mayor and Aldermen

Division: Office of Law

- Negotiates a wide range of transactions on behalf of the City, including various Memoranda Of Understanding (MOU's), and franchise agreements.
- Prepares, maintains and records all laws, charter amendments, ordinances, and resolutions adopted and enacted by the Annapolis City Council.
- Prepares City Council Agenda packets at least five days prior to each scheduled meeting.
- Prepares all employment contracts.
- Acts as liaison for City Ethics Commission.
- Affixes the City Seal to resolutions, ordinances and official documents adopted and enacted by the Mayor and the City Council.
- Keeps minutes of all proceedings of the Annapolis City Council.
- Issues numerous types of licenses.
- Certifies and attests to the actions of the City.
- Maintains and records all annexations adopted and enacted by the Annapolis City Council.
- Serves as the Clerk to the City Council, Alcoholic Beverage Control Board, and the Board of Supervisors of Elections.
- Provides City election information upon request.
- Provides support to the Mayor's Ad Hoc committees when assigned.
- Reviews requests for events to be held on City property.
- Maintains all calendars for City Council Chamber usage, City Council meetings, Board of Supervisors of Elections meeting and the Alcoholic Beverage Control Board.

Goals & Objectives:

- A. Improve internal department efficiencies and awareness of legal concerns for the City.
 - Keep department directors informed.
- B. Manage the personnel and work flow of the City's Office of Law.
 - Evaluate Office of Law processes to ensure Office of Law/Clerk department integration.
- C. Provide user-friendly legal services efficiently and effectively.
 - Maintain quick turn-around time on requests made to the Office of Law.
- D. Provide user-friendly legal services to public/citizens.
 - Provide citizens with an efficient, user-friendly process for obtaining forms, licenses, and permits.

Department of the Mayor and Aldermen

Division: Office of Law

- E. Improve file storage facility and find alternative process for record retention.
 - Research alternative methods for document storage and retrieval.

- F. Improve procedures and decision-making of boards and commissions.
 - Improve procedures and decision-making of boards and commissions to reduce the expense of appellate challenges.

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,005,496	\$ 906,122	\$ 970,841	\$ 1,157,371	\$ 1,192,282	92.08%
Operating	340,647	111,908	62,030	102,452	102,600.00	7.92%
Total	\$ 1,346,143	\$ 1,018,030	\$ 1,032,871	\$ 1,259,822	\$ 1,294,882	100.00%
% Change from Prior Year		-24.37%	1.46%	21.97%	2.78%	

* The expenditures include Elections actual personnel and operating in the amount of \$35,066 and \$171,201 respectively in FY 2014; and \$10,000 budgeted in operating in FY 2015 and FY 2016.

Department of the Mayor and Aldermen

Division: Public Information Office

Description:

This office is responsible for the formulation and dissemination of reliable and consistent information to the public. In addition, this office is responsible for:

- Managing all internal and external communications and marketing efforts.
- Managing all social media platforms and website content – assuming responsibility for the integrity, consistency and accuracy of the message.
- Overseeing all City TV operations.

Mission:

Develop a coordinated effort to promote communication outreach and marketing strategies for the City, the Mayor, City Council and Department Heads.

Services:

- Oversee all crisis communication efforts and serve in the lead role in the City's Joint Information Center, generating real-time emergency response for the media and public.
- Promote City departments and their services and brand Annapolis as a destination for business, culture, history and vacation.
- Guide departments in policy development
- Work with and develop relationships with business, tourism and government counterparts.
- Create and execute marketing campaigns focused on safety, education, transportation and economic development.
- Promote internal communication by continuing to create training videos for various departments.
- Assist department directors in coordinating integrated communications and marketing activities.
- Develop and maintain marketing proposals, broadcast videos, brochures, web/social media content, and other materials related to marketing.
- Execute a wide variety of media interaction involving direct mail, email, broadcast campaigns, media advertisements, promotions and other marketing plans.
- Prepare and deliver press releases, presentations, citation and proclamations as well as correspondence on behalf of the Mayor and City officials.

Goals & Objectives:

- A. Promote Annapolis as a full service City.
- B. Increase citizen/government interaction.

Department of the Mayor and Aldermen

Division: Public Information Office

- C. Promote Annapolis as a fiscally responsible city, a city that is easy to do business with, and a city that has an accessible government.
- D. Promote accountability.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 data will be submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

There were no CPM survey questions which pertained directly to the services provided by the Public Information Office. However, in looking ahead, performance measurements the Public Information Office may collect and evaluate in-house are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed division goals.

- A. Promote Annapolis as a full service City:
 - Track number of programs which promote mobility in the City of Annapolis (such as programs which showcase Annapolis Transit).
 - Track number of programs which showcase our area schools.
- B. Increase citizen/government interaction.
 - Track percentage of council meetings, workshops, budget hearings and committee hearings which are taped and made available for citizen viewing.
- C. Promote Annapolis as a fiscally responsible city, a city that is easy to do business with, and a city that has an accessible government.
 - Track number of programs that highlight businesses in the City.
 - Track number of programs which showcase the Arts & Entertainment District
 - Track number of programs which inform about the Annapolis Economic Development Corporation.
- D. Promote accountability.
 - Analyze City service satisfaction through online surveys which would provide a numerical score of customers' feelings of being *well-informed, aware, and well-serviced*. The correlation between the number of programs and the survey scores would be assessed.

Department of the Mayor and Aldermen

Division: Public Information Office

BUDGET SUMMARY:

Budget Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 147,237	\$ 158,338	\$ 164,516	\$ 189,762	\$ 196,134	75.69%
Operating	53,826	39,978	48,874	58,000	63,000	24.31%
Total	\$ 201,063	\$ 198,316	\$ 213,390	\$ 247,762	\$ 259,134	100.00%
% Change from Prior Year		-1.37%	7.60%	16.11%	4.59%	

Department of the Mayor and Aldermen

Division: Boards and Commissions

Description:

The Boards and Commissions division is responsible for overseeing and assisting the City's multiple boards, commissions and committees. The division is staffed by one full-time employee: the Community Relations Specialist – Boards & Commissions. This position is responsible for assisting the City Council. This position is assisted by two part-time clerical employees.

The Mayor appoints the members of all boards and commissions, subject to approval by the City Council, according to the various Charter and Code requirements as they pertain to specific boards and commissions. The boards and commissions are legally established by the respective ordinances and resolutions as Adopted by the City Council. Some of these boards, commissions and committees are staffed by employees of City departments.

The boards and commissions are an important part of citizen participation in City government. They are as follows:

- ***Commission on Aging*** - serves as an advisory board to the City Council; studies matters affecting the aged and makes recommendations with regard thereto; and educates the public regarding these matters.
- ***Alcoholic Beverage Control Board (ABC)*** - acts on applications regarding alcoholic beverage licenses; adopts, administers and enforces rules; and disciplines licensees who violate the ABC rules or other laws.
- ***Annapolis Conservancy Board*** - solicits the dedication of properties, real and personal, to the City; administers and manages said properties; encourages the preservation of environmentally sensitive land; further implements the goals for improving water quality; provides for the development of additional recreation and open space opportunities; and preserves the natural cultural and recreational resources of the City.
- ***Arts in Public Places Commission*** - adopts guidelines and procedures which identify suitable art objects for City projects, and to facilitate the preservation of art objects and artifacts that may be displayed in public places.
- ***Board of Appeals*** - hears certain appeals from decisions of the Planning and Zoning Director, and certain variances and other Planning and Zoning matters; hears appeals related to the licensing of peddlers, taxicab owners and drivers, valet parking, and housing matters; and hears appeals on other matters as authorized by the City Council.
- ***Building Board of Appeals*** - hears appeals related to decisions of the Department of Public Works relative to the National Building Code.
- ***Civil Service Board*** - reviews and makes recommendations to the City Council regarding the classification and pay plan of the City; adopts certain rules governing the Civil Service; hears certain personnel appeals; and reviews requests for promotions and merit pay increases.
- ***Board of Supervisors of Elections*** - compiles lists of registered voters; gives notice of a municipal election; and conducts and supervises the election.

Department of the Mayor and Aldermen

Division: Boards and Commissions

- **Education Commission** - makes recommendations to the Anne Arundel County Board of Education and the Superintendent and to the State Boards of Education concerning the Annapolis School feeder system.
- **Environmental Commission** - is concerned with the protection and improvement of the natural health and welfare of the environment; coordinates recycling activities; identifies specific environmental problems; and reviews matters before other City bodies affecting the environment.
- **Ethics Commission** - enforces financial disclosure requirements; conducts information programs and disseminates ethics requirements; investigates conflict of interest violations; issues advisory opinions; and maintains certain reports and statements.
- **Financial Advisory Commission** - advises the Mayor and City Council on financial issues such as collective bargaining agreements and public debt.
- **Historic Preservation Commission** - reviews applications to construct, alter, move, demolish, or repair a structure within the historic district.
- **Housing and Community Development Committee** - plans and implements housing and community development projects; exercises all of the powers and functions of redevelopment and urban renewal; manages and improves the housing stock; coordinates federal, state and private resources toward development activities in the City; and performs other duties as assigned.
- **Human Relations Commission** - accepts complaints relating to discrimination; surveys practices and conditions in the areas of public accommodations, employment, housing, recreation and education; makes recommendations concerning legislation; advises and counsels business entities; and mediates disagreements.
- **Maritime Advisory Board** - provides expert and informed analysis of facts relating to marine industry and pleasure boating on matters before the City Council or City agencies; and provides advice to the City concerning the administration of the Maritime Economic Development Program and Fund.
- **Parking Advisory Commission** - reviews and recommends policies, laws and regulations relating to parking.
- **Planning Commission** - reviews proposed comprehensive plans, proposed zoning code amendments, rezoning and conditional use applications, and other planning matters, and makes recommendations to the City Council.
- **Police and Fire Retirement Plan Commission** - reviews public safety retirement plans and reports and makes recommendations to the City Council with regard thereto.
- **Port Wardens** - regulates the placement, erection and construction of structures in the water; reviews permits for construction of marinas and wharves; regulates the use of mooring buoys; and generally oversees matters related to the use of waterways.
- **Public Safety Disability Retirement Board** - reviews and decides all applications for occupational and non-occupational retirement for police officers and firefighters; conducts hearings for review of applications; and reviews annually the continuation of retirement status and allowances.

Department of the Mayor and Aldermen

Division: Boards and Commissions

- **Recreation Advisory Board** - acts in an advisory capacity to the Department and makes recommendations concerning the Department's budget, activities, programs, facilities and public relations.
- **Risk Management Committee** - establishes guidelines and makes recommendations concerning the safety, productivity and risk management with regard to City employees.
- **Transportation Board** - provides informed analysis of the issues relating to transportation in matters pending before the City Council, or any of the City's agencies, boards or commissions; and advises the City in the planning of comprehensive parking and traffic policies and procedures.

Mission:

To provide the citizens and customers of the City with an opportunity to be a part of the City government process as well as providing a venue for citizens and customers to be heard by their peers.

Goals & Objectives:

- A. Keep the board positions full.
 - A vacancy on a board can create a hardship for its staff and members as it can lead to quorum problems and excessive workload.
- B. Improve the information and training available to the Boards and Commissions.
 - This will increase the professionalism of the boards and thus the citizens' and customers' trust in their representation.
 - Provide relevant reference materials (books and handouts) and training sessions.
- C. Track the work and progress of the boards to assess how well they are serving and representing the City's stakeholders.
 - Improve the annual reporting on the boards and commissions by creating a report template with clear, quantifiable questions for the boards to answer.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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Department of the Mayor and Aldermen

Division: Boards and Commissions

There were no CPM survey questions which pertained directly to the services provided by the Boards and Commissions Division. However, in looking ahead, the Boards and Commissions Division may collect and evaluate in-house performance measurements as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed division goals.

- A. Keep the board positions full:
 - Track number of board vacancies.

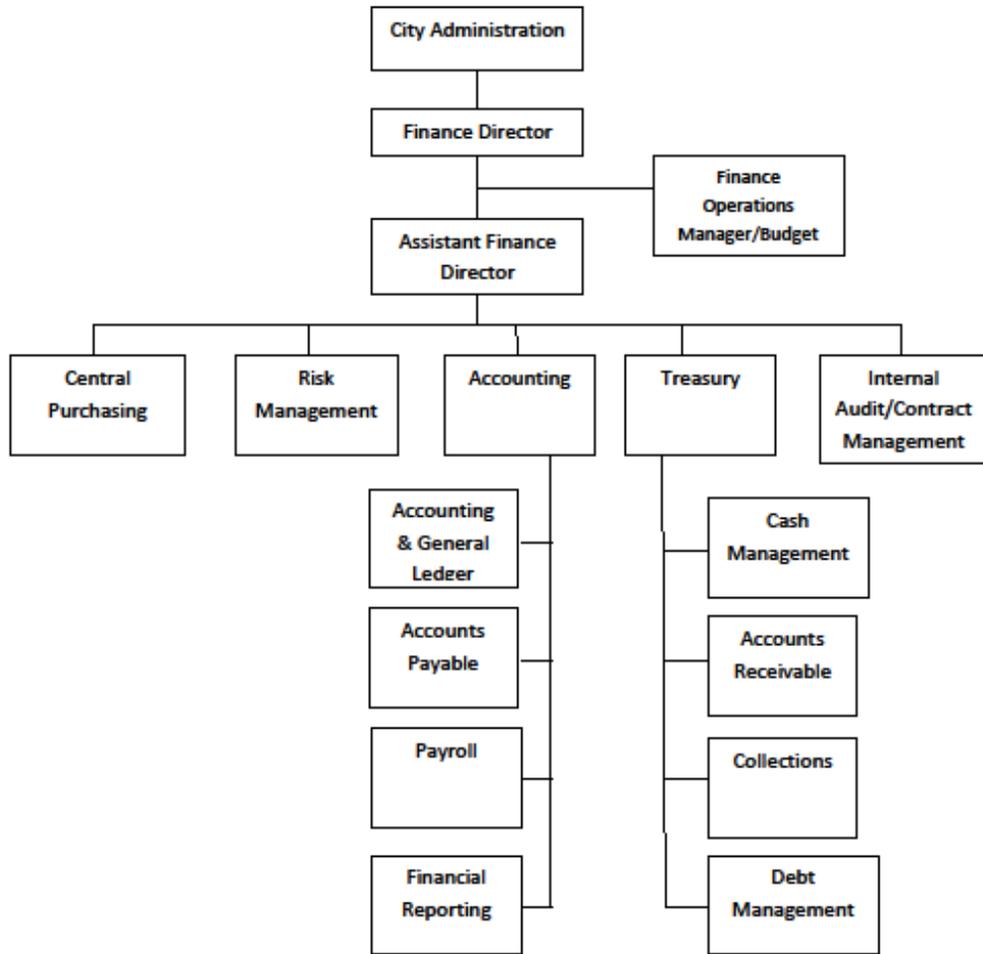
- B. Improve the information and training available to the Boards and Commissions.
 - Track number of training sessions offered and attended.
 - Survey board members on how prepared and capable they feel in performing their board duties. Correlate numerical survey scores with trainings offered and attended.

- C. Track the work and progress of the boards to assess how well they are serving and representing the City's stakeholders.
 - Track time taken to issue a decision.
 - Track number of decisions issued.
 - Track number of cases heard.
 - Track pieces of legislation and number of cases reviewed
 - Track public outreach by the board by tracking public notices, press or literature created, educational event participation, etc.

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 105,164	\$ 102,002	\$ 106,309	\$ 75,496	\$ 90,837	90.08%
Operating	2,948	2,666	8,910	14,000	10,000	9.92%
Total	\$ 108,112	\$ 104,668	\$ 115,218	\$ 89,496	\$ 100,837	100.00%
% Change from Prior Year		-3.19%	10.08%	-22.33%	12.67%	

Finance Department



Finance Department

Division: Accounting and Budgeting

Fund Support: General Fund

Description:

The Finance Department is responsible for the systems and procedures that assure the sound and efficient functioning of the City's financial activities. The flow of financial activities begins with a plan (budget). The plan is then implemented and the transactions recorded (accounting); and finally, the results are reported (financial statements).

To make this process function smoothly, the Finance Department assists the Mayor in preparing an operating budget and a multi-year capital improvements program (the first year of which is the capital budget) before the start of each new fiscal year. As each year unfolds, these budgets are carefully monitored for the extent to which actual financial transactions vary from the budget.

When the actual financial transactions occur, the Finance Department must see that all monies due the City are collected, and all City liabilities are paid on time. All cash received has to be either immediately disbursed, kept safely on hand, or invested. The Department routinely analyzes the flow of cash in and out of the City accounts for a number of purposes, not the least of which is to know the length of time a given amount of cash can be invested for short-term operating needs or for longer-term capital needs. When funds are needed that exceed the City's cash reserves, then the Department arranges to borrow them privately or sells bonds in the open market.

The Finance Department also keeps an accurate record of all financial transactions, generates interim financial reports, and produces audited financial statements at the end of each fiscal year. More specifically, it prepares the City's payroll; it bills, collects, and accounts for City taxes, water and sewer fees, residential refuse fees and capital facilities assessments; and it maintains a file of the City government's fixed assets.

Additionally, the Finance Department analyzes non-routine financial situations, undertakes special financial projects and studies, and responds to requests for financial information from other governmental agencies and private enterprises. The Department also administers the City's self-insurance program and Central Purchasing

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

Total FTE: 21

Accounting and Budgeting:

Finance Director	1
Assistant Finance Director	1
Senior Accountant.....	1
Accountant	4
Finance Operations Manager	1
Accounting Associate III.....	3
Accounting Associate II.....	2
Accounting Associate I.....	4
Risk Analyst.....	1

Finance Department

Division: Accounting and Budgeting

Purchasing:

Procurement Officer	1
Buyer	2

Finance Department

Division: Accounting and Budgeting

Fund Support: General

Description:

This division is responsible for preparing the City operating and capital budgets, monitoring departmental budgets, preparing tax, utility and other bills, paying all invoices, keeping all financial accounts, preparing the payroll, borrowing and investing funds, analyzing budgetary and financial accounts/situations, overseeing the City's internal financial controls, preparing budgetary and financial reports and studies, advising the Mayor and Aldermen regarding financial matters, and managing liability risks.

Mission:

To manage the City's financial and accounting operations efficiently, effectively, and with transparency while ensuring compliance with financial standards and providing positive customer service.

Goals & Objectives:

- A. Engage in sound fiscal decision-making based on current standing, historical trends and future projections.
- B. Produce accurate and timely financial reports to facilitate sound fiscal decision-making.
- C. Provide for thoughtful and deliberate debt management.
- D. Uphold strong internal controls to maintain a secure fiscal environment.
- E. Ensure City-wide budgetary compliance
- F. Maintain timely payments and cash deposits.
- G. Improve risk management reporting and practices to stay abreast of the City's liabilities.
- H. Provide all customers with timely, well-informed, and cordial service.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data will be submitted to the CPM in October 2012. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on

Finance Department

Division: Accounting and Budgeting

budgeting practices.

Looking ahead, additional performance measurements the Accounting and Budgeting Division may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

- B. Produce accurate and timely financial reports to facilitate sound fiscal decision-making.
 - Track number of cash flow reports completed and reviewed.
 - Track number of year-to-date budget standing reports completed and reviewed.
 - Track percentage of quarterly Comprehensive Annual Financial Reports completed and reviewed.

- E. Ensure City-wide budgetary compliance
 - Track percentage of overdrawn expenditure accounts City-wide.

- F. Maintain timely payments and cash deposits and ensure proper fiscal practices City-wide.
 - Track number of days between deposit posting to general ledger and same deposit being posted with the respective bank.
 - Track percentage of deposits made within one day of receipt of funds.

- G. Improve risk management reporting and practices to stay abreast of the City's liabilities.
 - Track number of year-to-date risk management cost reports completed and reviewed.

- H. Provide all customers with timely, well-informed, and cordial service.
 - Make customer surveys available at cashier desk: surveys to provide numerical score of customer service experience. Track scores.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

Finance Department

Division: Accounting and Budgeting

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,498,944	\$ 1,514,670	\$ 1,510,259	\$ 1,843,405	\$ 1,736,736	80.30%
Operating	469,804	339,477	358,725	349,564	426,000.00	19.70%
Total	\$ 1,968,748	\$ 1,854,147	\$ 1,868,984	\$ 2,192,969	\$ 2,162,736	100.00%
% Change from Prior Year		-5.82%	0.80%	17.33%	-1.38%	

Finance Department

Division: Central Purchasing

Fund Support: General Fund

Description:

Responsible for various procurement efforts for all departments; approve and process purchase orders for various vendors and conduct competitive bidding to establish contracts for goods, services and projects.

Mission:

Ensure requested goods and services are provided in a timely manner to help departments function effectively and efficiently, and ensure such goods and services are provided at values which maximize tax dollars.

Services:

- Provides purchasing support to all City departments.
- Obtains competitive pricing for various goods and services
- Manages the procurement process for the City and improve where possible.
- Promotes use of and provide training and assistance for MUNIS users and recommend modifications to procedures as necessary.
- Processes and approve all purchase orders and change orders in MUNIS.
- Establishes and maintain various cooperative purchasing efforts statewide with other jurisdictions.
- Represents the City on the Baltimore Regional Cooperative Purchasing Committee (BRPC) including Energy Board and other purchasing efforts.
- Negotiates terms and conditions, and facilitate execution of various contracts.
- Advises and assist all departments in the development of specifications and scope of work for Invitation for Bids (IFB) and Request for Proposals (RFP).
- Advertises and maintain correspondence for IFBs and RFPs.
- Participates in minority business enterprise (MBE) outreach efforts.

Goals and Objectives:

- A. Obtain the maximum benefit for every tax dollar spent.
- B. Implement a procurement card program.
- C. Update purchasing policies and procedures.
- D. Improve Minority Business Enterprise (MBE) participation.
- E. Improve efficiency of service delivery.

Finance Department

Division: Central Purchasing

F. Create and conduct an internal customer satisfaction survey.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

❖ The CPM 101 questions/measurements which applied to Central Purchasing are as follows:

- Total dollar amount of actual purchases made, reviewed, or approved.
- Of the dollar amount reported above, what amount was for actual construction purchases made, reviewed, or approved?
- Total number of hours paid to the staff in the central procurement office.
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from *internal* Procurement Services customer satisfaction surveys: *No survey conducted, could not answer.*

❖ In the fiscal year 2012 CPM report, ICMA identifies five variations on how the Procurement function may be structured. The City's structure is defined as Centralized Contracting/Decentralized Buying, in which there is a centralized contracting process with authority delegated to other departments. No changes to management structure or processes are indicated by the PM data.

Dollar amount of all purchases per FTE

	City	Benchmark: all jurisdictions average
FY11	\$4,905,606	\$10,660,026
FY12	\$6,610,700	\$13,684,468
FY13 (raw)	\$8,288,932	

Construction purchases as % of total purchases

	City	Benchmark: all jurisdictions average
FY11	21%	27%
FY12	12%	25%
FY13 (raw)	26%	

Finance Department

Division: Central Purchasing

- ❖ **Looking ahead:** Additional performance measurements the Central Purchasing Office may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

Mission statement (a): Ensure requested goods and services are provided in a timely manner to help departments function effectively and efficiently

- Track number of purchase orders processed.
- Track time taken to process purchase orders.
- Track number of formal IFBs processed.
- Track time taken to process formal IFBs
- Track number of RFPs processed.
- Track time taken to process RFPs.
- Survey departments on service received by Central Purchasing staff. Surveys to provide numerical score of service.

Goal A: Obtain the maximum benefit for every tax dollar spent.

- Track cost-savings obtained via competitive pricing.

Goal D: Improve Minority Business Enterprise (MBE) participation.

- Track MBE participation in Capital Improvement Program projects.

Budget Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 351,824	\$ 369,158	\$ 361,495	\$ 389,783	\$382,500.52	94.72%
Operating	\$ 18,365	\$ 8,239	\$ 8,078	\$ 14,060	\$11,750.00	2.91%
Total	\$ 370,189	\$ 377,397	\$ 369,573	\$ 403,843	\$ 394,251	97.62%
% Change from Prior Year		1.95%	-2.07%	9.27%	-2.38%	

Department of the City Manager

Division: Management Information Technology

Staffing Summary by Position Fiscal Year 2018:

Management Information Technology (MIT):

MIT Manager.....	1
MIT Analyst.....	1
MIT Specialist.....	2
Web Developer.....	1
MIT Engineer.....	1
MIT Administrative Support Analyst.....	1
Geographic Information Systems (GIS) Coordinator.....	1
GIS Technician.....	1
Accounting Associate III.....	1

Overview:

With the approval of Ordinance 12-16, the Management Information Technology division was changed from a division of the Finance Department to a division of the City Manager's Office. This structural change was in process during the FY 2017 Budget Process. The new departmental setup will be reflected in the FY 2018 Budget Book.

Fund Support: General Fund

Description:

Provides Management Information Technology (MIT) services to all City Departments; these services include video, voice and data networks, microcomputers, software upgrades, web services, geographic information systems (GIS), and computer training.

Mission:

To provide for the management, transmission, collection, processing and dissemination of secure, quality and timely information and technology, and to support City operational, citizen and business services and functions.

Services:

- Maintains central processing and network hardware, security, operating systems and voice and data communications systems.
- Maintains, enhances and develops a business and financial management integrated computer system using a central processing computer.
- Provides project management for IT related projects.
- Provides Internet, groupware and e-mail services.
- Provides fiber backbone, wired and wireless local area network (LAN) and wide area network (WAN) services.

Department of the City Manager

Division: Management Information Technology

- Provides management, information and technology services to all City departments.
- Provides training for various PC computer applications including office productivity suites.
- Provides for PC computer, printer and related digital equipment hardware and software specifications.
- Provides centralized PC computer hardware and software upgrades, troubleshooting and repair.
- Provides and maintains the City Internet (www.annapolis.gov) and Intranet web sites.

Department of the City Manager

Division: Management Information Technology

- Coordinates all GIS services internally for the City and externally with the County and State.
- Provides Internet Protocol (IP) data, voice (telephone) and video communication services.
- Provides Public Switched Telephone Network (PSTN) carrier local and long distance data, and voice (telephone) communication services supervision.
- Provides Public Education Government (PEG) cable access channel TV video technical support.

Goals and Objectives:

The following goals and objectives are further detailed in MIT's [2010 5 Year Strategic Plan](http://www.annapolis.gov/Government/Departments/MIT/ITStrategicPlan2010.aspx) which can be accessed at <http://www.annapolis.gov/Government/Departments/MIT/ITStrategicPlan2010.aspx>

Broad Goals:

- A. Enhance business automation and increase employee productivity – do more with less.
- B. Improve service quality.
- C. Expand online access to City services and information.
- D. Align IT investments with City strategic priorities
- E. Ensure a reliable, responsive computing infrastructure
- F. Maintain the mindset of doing the right thing at the right time at the right cost.

Information Technology Goals:

- G. Make informed IT decisions
- H. Improve IT accessibility and accountability
- I. Streamline City Services
- J. Ensure reliable technical infrastructure
- K. Provide responsive IT support
- L. Promote an IT-enabled and trained workforce.

Immediate Goals & Objectives:

- M. Implement a Legislative Management system and City Council meeting Internet streaming video.
- N. Increase automated and remote support functions and services for hardware, software, and technology using ZenWorks.

Department of the City Manager

Division: Management Information Technology

- O. Geographic information systems (GIS): Implement National Emergency Numbering Association standards, coordinate structure numbering with Anne Arundel County, convert water/sewer system operational maps to State-standard coordinates.
- P. Implement bi-directional redundancy & failover for City fiber backbone.
- Q. Refresh PC/laptop hardware and office software suite – Windows 7 and Google Apps office suite.
- R. MUNIS: Fully implement utility billing, treasury, collections, and cash management applications.
- S. MUNIS: Fully utilize MUNIS payroll and human resources system.
- T. MUNIS: Fully utilize MUNIS project ledger and expand reporting capabilities.
- U. Replace email spam filter to next generation to protect from computer viruses and malware.
- V. Implement IT Review Committee.
- W. Refresh web site home page and implement “responsive design” technology to adapt web pages to multiple mobile formats.
- X. Implement unified messaging for voice and email.
- Y. Implement expanded MIT service for document management & imaging.
- Z. Expand City and public WiFi availability in City buildings.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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Department of the City Manager

Division: Management Information Technology

- ❖ The fiscal year 2012 CPM report shows that expenditures on IT capability are generally on par with comparison jurisdictions, and no changes in management are indicated.

IT expenditures per jurisdiction FTE

	City	Benchmark: all jurisdictions average
FY11	\$2,424	\$5,700
FY12	\$2,595	\$2,344
FY13 (raw)	\$3,115	

- ❖ **Looking ahead:** Additional performance measurements the Office of MIT may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

- N. Increase support functions and services for hardware, software, and technology.
 - Track number of MUNIS applications supported.
 - Track number of calls to MIT for finance reports.
 - Track number of calls for IT service.
 - Track number of visits to public-access GIS site.
 - Measure estimated total cost of ownership and operation of PC office software over five years (provide for office software refresh accordingly).
 - Measure estimated total cost of ownership and operation of PC desktop hardware over five years (provide for desktop hardware refresh accordingly).

- O. Geographic information systems (GIS): Implement National Emergency Numbering Association standards, coordinate structure numbering with Anne Arundel County, convert water/sewer system operational maps to State-standard coordinates.
 - Track percentage of Numbering Association standards adhered to/implemented.
 - Track percentage of City structures which have unique identifiers.
 - Track percentage of planimetrics and operational maps which are converted to State-standard coordinates.

- R. MUNIS: Fully implement utility billing, treasury, collections, and cash management applications.
 - Track percentage of systems utilized.

- S. MUNIS: Fully utilize MUNIS payroll and human resources system.
 - Track employee and application self-service (actions completed without MIT dependency).

Department of the City Manager

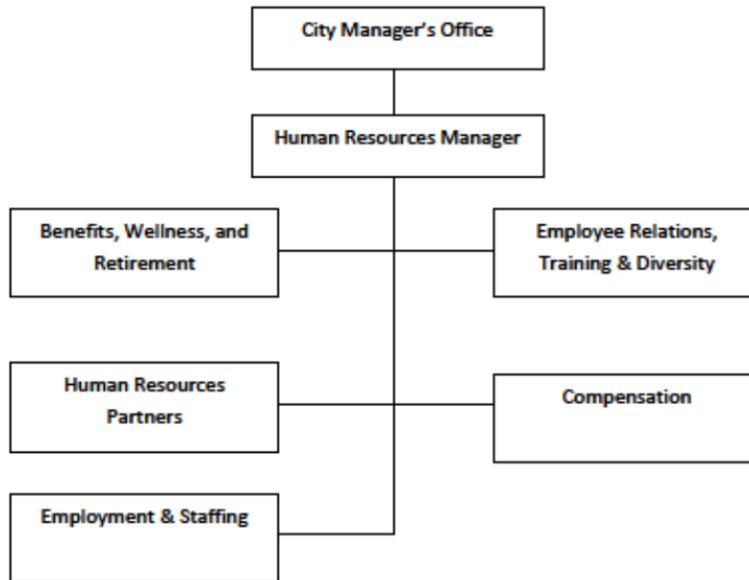
Division: Management Information Technology

BUDGET SUMMARY

Budget Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,016,993	\$ 981,011	\$ 955,077	\$ 1,181,633	\$ 1,084,513	60.10%
Operating	385,123	425,883	460,260	470,429	470,000	26.05%
Capital Outlay	231,796	249,500	249,452	250,000	250,000.00	13.85%
Total	\$ 1,633,912	\$ 1,656,394	\$ 1,664,789	\$ 1,902,062	\$ 1,804,513	100.00%
% Change from Prior Year		1.38%	0.51%	14.25%	-5.13%	

Department of the City Manager

Division: Human Resources



Department of the City Manager

Division: Human Resources

Overview:

With the approval of Ordinance 12-16, the Human Resources Department was changed from a stand alone department to a division of the City Manager's Office. This structural change was in process during the FY 2017 Budget Process. The new departmental setup will be reflected in the FY 2018 Budget Book.

Fund Support: General Fund

Description:

The Human Resources Division administers the provisions of the City Charter and Code that pertain to employee appointments and promotions, recruitment and retention, benefits and wellness, classification and compensation, performance and training, personnel records, separation and retirement, and employee and labor relations.

The Human Resources Division provides staffing and support to the Civil Service Board, Public Safety Disability Retirement Board, and the Human Relations Commission. Human Resources also works as part of the City's Union negotiating team, the Police and Fire Retirement Plan Commission, and the Risk Management Policy group.

Effective with the passing of Ordinance 12-16, the Human Resources Department was reclassified as a division of the City Manager's Office.

Mission:

The Human Resources Division is committed to actively recruiting qualified and diverse applicants, retaining and engaging employees by offering competitive and comprehensive benefits, providing ongoing education and learning opportunities, and ensuring a safe and equitable work environment for all employees and citizens. We embrace a proactive philosophy dedicated to providing exemplary service by identifying significant human resources issues and developing innovative, cost-effective solutions.

Services:

- Recruits, examines, and recommends to appointing authorities applicants for authorized City positions.
- Administers entrance and promotional exams, and prepares lists of person eligible for hiring and promotion.
- Develops and maintains the City-wide classification and compensation plan.
- Develops and administers employee benefits including medical, dental, vision, prescription drug, Employee Assistant Program (EAP), Core and voluntary life, short term and long term disability, deferred compensation, Pension and retirement programs, medical and dependent care, flexible spending accounts, workers compensation, credit union , leave (annual, sick, personal).
- Coordinates the annual performance management program for all City employees.
- Oversees the disciplinary program and subsequent grievance and appeal processes under union or civil service provisions.

Department of the City Manager

Division: Human Resources

- Participates in the negotiation and is responsible for the administration of fire, police, trades, and clerical collective bargaining agreements.
- Coordinates and administers retirement plans for civilian and public safety employees.
- Creates and implements quality of life mandates, including fair labor standards, family medical leave, harassment, drug abuse, disabilities, and equal employment opportunity.

- Plans, coordinates and delivers City-wide training for employees that fosters administrative goals and objectives.
- Implements and maintains the newly acquired Human Resource Information System.

Goals & Objectives:

- A. Maximize recruitment efforts.
 - Implement and maintain an electronic recruitment process.
 - Analyze sources of applications for diverse, quality applicants.
 - Continue to actively achieve City-wide diversity hiring initiatives within all departments.
- B. Offer supervisory training on: ADA, customer service, employee engagement, revised Rules and regulations, Performance Management and FMLA.
- C. Improve data collection and distribution methods to assist with legislative and administrative decision making.
 - Configure state-of-the-art Human Resources Information System (HRIS).
 - Utilize the system to effectively improve overall human resource management operations and procedures.
- D. Continue to offer a cost-effective and comprehensive benefits and compensation package to City employees.
 - Maintain competitive benefits package.
 - Create and implement city-wide employee wellness initiative.
- E. Continue to educate employees on the City's Medical and Disease Management Program.
 - Continue to keep employees informed regarding the City's new disease management program.
- F. Continue to develop great rapport and working relationship with the Benefit Focus Group.
 - Keep Benefit Focus Group engaged.
- G. Implement and maintain:
 - Employee Self-Serve (ESS) module in HRIS
 - Benefit enrollments
 - Applicant tracking
 - Case management
 - Professional development
 - Research and implement new Performance Management System

Department of the City Manager

Division: Human Resources

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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- ❖ The CPM 101 questions/measurements which applied to the Human Resources Department are as follows:

Human Resources:

- Total number of hours paid to all jurisdiction staff.
 - Total number of hours paid to staff in the jurisdiction's central human resources office.
 - Total expenditures for the jurisdiction's central human resources office.
 - Total number of external recruitments completed.
 - Average number of working days required to complete an external recruitment.
 - Number of "Excellent," "Good," "Fair," "Poor," or "Don't Know" responses received from a customer satisfaction survey asking respondents to rate the quality of human resources services: *No survey conducted, could not answer.*
- ❖ In the fiscal year 2012 CPM report, ICMA determined that the human resources function is performing better than benchmarks in several areas. External recruitments are completed in less time than the benchmark even while HR staff complete a higher number of recruitments than the benchmark. The data points to a function operating efficiently and effectively.

Average Working Days to Complete an External Recruitment

	City	Benchmark: all jurisdictions average
FY11	24	43
FY12	31	34
FY13 (raw)	34	

External Recruitments Completed per HR FTE

	City	Benchmark: all jurisdictions average
FY11	29	15
FY12	18	10
FY13 (raw)	9	

Department of the City Manager

Division: Human Resources

- ❖ **Looking ahead:** Additional performance measurements the Department of Human Resources may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.
 - A. Maximize recruitment efforts (analyze sources of applications and target those sources).
 - Track total number of candidates for vacant positions.
 - B. Offer supervisory training and meet service goal of delivering City-wide training for employees that fosters administrative goals and objectives.
 - Track total workforce trained.
 - D. Work with Risk Management team to reduce overall workers' compensation costs, increase safety and decrease workplace accidents.
 - Track total cost of workers' compensation claims.
 - D & G. Maintain a competitive benefits package (D) & maintain benefits enrollment (G).
 - Track total number of employees and dependents enrolled in benefits
 - Track total number of retirees and dependents enrolled in benefits
- Services: Recruitment and Retention/Separation and Retirement:
- Track total number of terminations (excluding retirements).
 - Track total number of retirements.

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Total FTE: 5

Permanent Positions

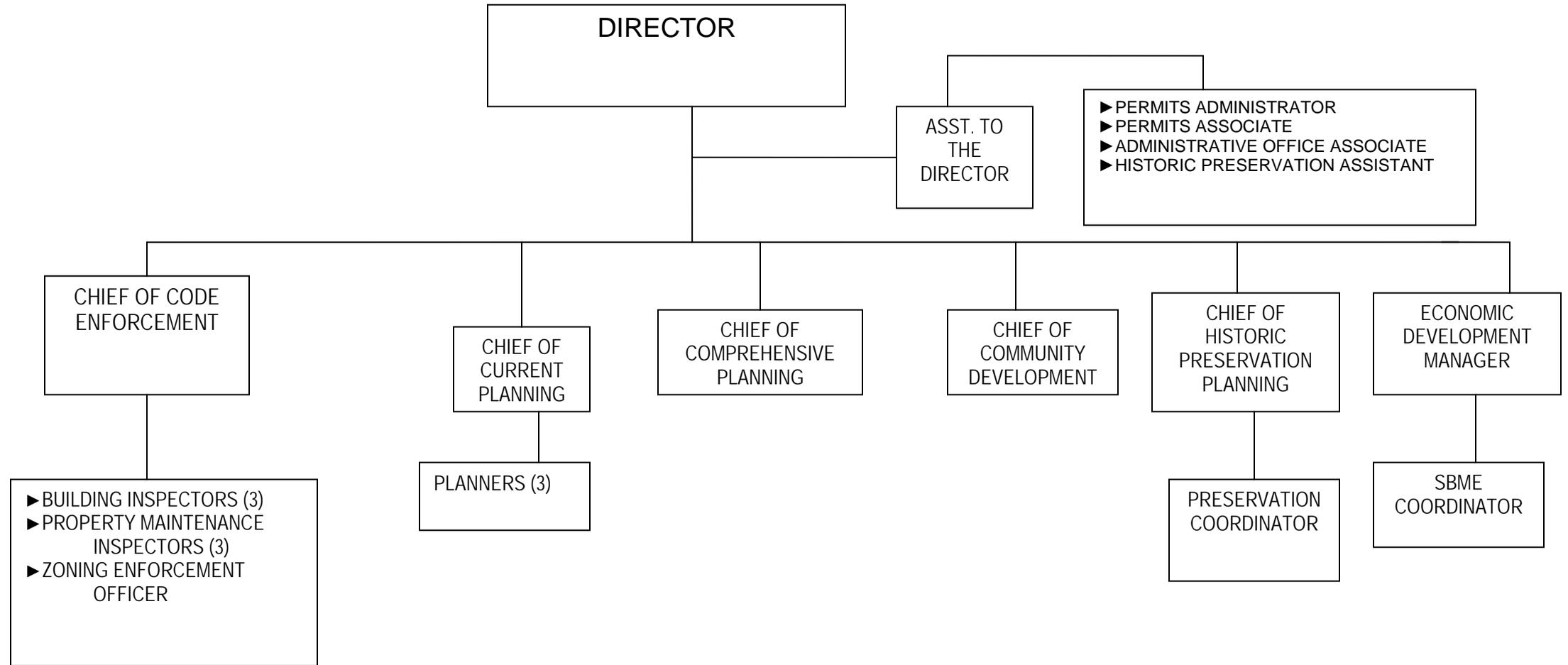
Human Resources Manager	1
Benefits Administrator	1
Training Programs Administrator	1
HR Office Administrator	1
HR Associate I	1

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 722,702	\$ 725,287	\$ 650,409	\$ 601,590	\$ 635,923	81.68%
Operating	174,180	138,943	65,369	131,780	142,645	18.32%
Total	\$ 896,882	\$ 864,229	\$ 715,778	\$ 733,370	\$ 778,568	100.00%
% Change from Prior Year		-3.64%	-17.18%	2.46%	6.16%	

Department of Planning and Zoning

CITY OF ANNAPOLIS
DEPARTMENT OF PLANNING & ZONING



Department of Planning and Zoning

Overview:

With the approval of Ordinance 12-16, the Department of Neighborhood & Environmental Programs was dissolved. The Code Enforcement and Permitting responsibilities now reside within the Planning & Zoning Department. Wastewater and Stormwater responsibilities now reside within the Public Works Department. A new division has been formed, the Office of Environmental Programs, for the environmental responsibilities. This change structural change was in process during the FY 2017 Budget Process. For FY 2017, the Department of Neighborhood & Environmental Programs budget was created for business as usual, with a Budget Revision to take place after the start of the Fiscal Year. The new departmental setup will be reflected in the FY 2018 Budget Book.

Fund Support: General Fund

Description:

The Department of Planning and Zoning is responsible for all current and long-range planning for development, redevelopment and preservation, and community development activities within the City. The Department of Planning and Zoning is organized around four main divisions - Comprehensive Planning, Community, Current Planning and Historic Preservation. Code Enforcement and Permitting is now a responsibility of Planning and Zoning.. Code Enforcement is responsible for licensing, permitting, and performing inspections related to all facets of code enforcement including, but not limited to, construction, rental housing, property maintenance, zoning and construction trades. All these divisions share one budget. In addition, the Department also provides technical and direct assistance to other departments in the furtherance of municipal objectives.

Mission:

To promote a sustainable city by preserving, protecting and enhancing the integrity, fabric and character of the CityBits neighborhoods, business districts, historic core, and natural environment for the benefit of current and future residents, businesses and visitors; to accommodate City development in a manner consistent with municipal development objectives; to provide timely delivery of general and specialized counsel and support to the City's policy makers, officers, departments, agencies, boards, commissions and committees; to provide housing, and support services to our low and moderate income citizens either directly or by assisting agencies that provide these services; and to ensure that all planning processes encourage public participation and involvement.

Each division operates under a set of specific goals to support the departmental mission.

Services:

Department as a whole:

- Prepares necessary plans, studies, and programs to implement the City's Comprehensive Plan, including coordination of the Capital Program and Budget.
- Administers and enforces the City's zoning ordinance and subdivision regulations.
- Plans and administers the City's Community Development Block Grant program.
- Oversees the City's moderately priced dwelling unit program.

Department of Planning and Zoning

- Engages in special studies and projects impacting on future growth, development, redevelopment and quality of life.

Community Development Division:

- Ensures efficient performance of the housing and community development activities of the City.
- Administers the City's Community Development Block grant (CDBG), the Clay Street Community Legacy Program, the Emergency Shelter Grant Program, the Rental Allowance Program, the HOME Initiative Program and the Moderately Priced Dwelling Unit Program.
- Coordinates activities with nonprofit service providers, City departments, and agencies.

Historic Preservation Division:

- Processes applications for the Historic Preservation Commission (HPC).
- Ensures projects are developed in accordance with HPC approval(s).
- Enforces compliance with Historic District design guidelines and review process.
- Provides technical and administrative guidance to applicants in the Historic District to ensure submission of complete applications.
- Coordinates interdepartmental project review and enforcement in the Historic District .
- Oversees archaeology and preservation requirements for development affecting landmarks throughout the City.
- Manages all required Certified Local Government responsibilities including annual reporting, commission training, Section 106 review, drafting & updating of administrative procedures, policies, and design guidelines, ongoing survey and inventory work, preservation planning, and execution of an educational program.
- Staffs and supports the Annapolis MainStreets program and the Historic Markers (Heritage) Commission.

Current Planning Division:

- Maintains primary responsibility for departmental activities involved with processing various applications.
- Staffs and supports various Boards and Commissions. Support includes:
 - Ensuring quarterly reporting to the State Critical Area Commission and participation in quarterly Critical Area meetings and training workshops,
 - Overseeing communication and outreach to active, participatory community associations, such as the Eastport Civic Association and the Murray Hill Residence Association,
- Staffs interdepartmental and mayoral appointed committees.
- Ensures all development meets the policies and aspirations expressed in the *2009 Annapolis Comprehensive Plan*. Specifically, the Division must ensure compliance with the Land Use and Economic Development Principles, Objectives and Policies.

Department of Planning and Zoning

Comprehensive Planning Division:

- Prepares, monitors and implements the Comprehensive Plan.
- Coordinates the annual Capital Programming and Budgeting process.
- Performs sector studies and neighborhood plans and manages public participation therein.
- Undertakes special studies and functional planning as needed.

- Manages traffic impact studies as part of the development review process.
- Provides liaison between city and county, regional, state and federal agencies (not including community development, historic preservation and housing matters).
- Seeks grants in pursuit of long- and short-range planning priorities.
- Represents the Mayor at the regional level, e.g the Baltimore Regional Transportation Board.
- Tracks legislation and supports those State-wide initiatives that enhance the ability of incorporated cities to effectively compete and realize their long-term development goals.
- Provides technical assistance to other departments and Planning Department divisions as needed.

Code Enforcement and Permitting:

- Permits and inspections of all construction of a cost of \$500 or higher to promote safety and code compliance.
- License and inspect all rental housing to ensure safe and sanitary living conditions.
- License all contractors and related construction trades doing business in the City.
- Inspect and enforce zoning regulations as set forth in the City Code.
- Permits, inspects and educates the waste water pretreatment of certain commercial establishments.

Goals & Objectives:

Community Development Division:

- A. Provide decent housing, including, assisting homeless persons obtain affordable housing; assisting persons at risk of becoming homeless; retention of affordable housing stock; increase the availability of affordable permanent housing in standard condition for low income households, increasing the supply of supportive housing for persons with special needs.
- B. Provide a suitable living environment, including, improving the safety and livability of

Department of Planning and Zoning

neighborhoods; increasing access to quality public and private facilities and services; reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and revitalization of deteriorating neighborhoods.

- C. Expand economic opportunities by provision of public services concerned with employment; access to capital and credit for activities that promote the long term economic and social viability of the community; and empowerment and self sufficiency of low income persons to reduce generational poverty in federally assisted housing and public housing.

Historic Preservation Division:

- D. Preserve the authentic character and promote quality stewardship of properties within the Annapolis Historic District.
- E. Promote historic preservation as integral to community revitalization, economic development, and environmental sustainability.
- F. Heighten awareness of the value of cultural heritage and historic preservation.

Department of Planning and Zoning

Current Planning Division:

- G. Uphold the City's character, promote a sustainable community, and advance land development stewardship through skilled design review.
- H. Promote urban design as an integral element to community revitalization, economic development, and environmental sustainability.
- I. Provide effective customer service through quality control and enhanced project management.
- J. Review all development for compliance with the Zoning and Subdivision ordinances of the City as well as State Laws that are implemented locally.

Comprehensive Planning Division:

- K. Effective coordination of near-term and long range planning activities occurring in a variety of settings, to including implementation of the Comprehensive Plan, capital budgeting, grant-seeking, sector planning, functional planning, development review, and inter-jurisdictional planning.

Coordinate of such activity is aligned with the three overarching goals of the current Comprehensive Plan:

1. Preserve and Enhance Community Character
2. Maintain a Vibrant Economy
3. Promote a 'Green' Annapolis

Code Enforcement & Permitting:

- L. Maintaining a high quality of life for citizens via inspection and code enforcement functions which promote the cleanliness of the City's neighborhoods and the safety and quality of the built environment.

Specific Goals:

- M. Respond to 100% of code violation cases (housing code, nuisance building code, zoning code, dangerous building code) within three business days.
 - Response is defined as (a) investigation and subsequent issuance of a compliance notice, or (b) a citation for repeat violations or warranted cases, or (c) recording and closing a case when no further enforcement is needed.
- N. Initiate enforcement action on 100% of abandoned and/or boarded residential properties in FY15.
 - Enforcement action is defined as issuance of compliance notices, citations and court cases when warranted.
- O. Conduct initial plan review of 80% of permits within designated timeframes.
- P. Implement or propose 20% of budget neutral programs included in the Community Action Plan.
- Q. Continue to conduct cross-departmental pre-application meetings for commercial construction projects.

Performance Measurements:

Department of Planning and Zoning

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- ❖ The CPM 101 questions/measurements which applied to the Department of Planning and Zoning are as follows:

Jurisdiction Descriptors:

- Residential population of the jurisdiction.
- Total area in square miles of the jurisdiction (excluding any significant bodies of water).

Code Enforcement:

The following code enforcement questions were answered by a collecting data from both the Department of Planning and Zoning and the Department of Neighborhood and Environmental Programs.

- Total number of hours paid to code enforcement staff.
- Total expenditures for code enforcement: *Could not answer in accordance with CPM criteria. Expenditures dedicated solely to code enforcement are not delineated separately from other DNEP expenditures.*

Permits Services:

The following permitting questions were answered by a collecting data from both the Department of Planning and Zoning and the Department of Neighborhood and Environmental Programs.

- Total number of hours paid to permitting services staff.
- Total expenditures for permitting services: *Could not answer in accordance with CPM criteria. Expenditures dedicated solely to permitting services are not delineated separately from other DNEP expenditures.*
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from Land Use, Planning and Zoning customer satisfaction surveys: *No survey conducted, could not answer.*

- ❖ **Looking ahead:** Additional performance measurements the Department of Planning and Zoning may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

Department of Planning and Zoning

Community Development Division:

- A. Provide Decent Housing:
 - Track number of new homes developed
 - Track number of homeownership opportunities created.
- B. Provide a suitable living environment:
 - Track number of homes improved
- C. Expand economic opportunities and empower low-income persons by provision of services and activities:
 - Track number of homeless helped.
 - Track number of persons with special needs helped.
 - Track number of people helped with public services such as mentoring and job skills preparation.

Input measurements: Track grants secured for programs
Track volunteers or interns secured for projects.

Historic Preservation Division:

- D. Preserve the authentic character and promote quality stewardship of properties within the Annapolis Historic District:
 - Track consultants engaged for HPC project review, inspections and survey work.
 - Track properties surveyed for update of NHL District.
 - Track number of monthly inspections completed.
 - Track number of violations brought into compliance.
 - MainStreets: track number of businesses inventoried.
- E. Promote historic preservation as integral to community revitalization, economic development, and environmental sustainability:
 - Track number of applicants to the Historic Property Tax Credit.
 - Track number/value of tax credit applications.
 - MainStreets: track attendance at workshops.
 - MainStreets: track brochures produced for marketing/promoting MainStreets businesses.
- F. Heighten awareness of the value of cultural heritage and historic preservation:
 - Track partnerships/sponsorships secured for educational activities.
 - Track educational and planning projects completed.
 - Heritage Commission: track applications for historic markers/interpretive displays.
 - Heritage Commission: track historic markers approved and constructed.
 - Heritage Commission: track educational activities sponsored by Heritage Commission.

Current Planning Division:

- G & H. Promote a sustainable community and promote urban design:
 - Track partnerships and involvement with community associations.
 - Track citizen committee participation.
- I. Provide effective customer service through quality control and enhanced project management.
 - Track time to process development applications.
 - Track time spent by Planning and Zoning to process permits applications.

Department of Planning and Zoning

- Track percentage of forms and documents made easily accessible to the public
 - Track number of Pre-Application Conference Committee (PACC) meetings hosted.
 - Track attendance of City agencies and the public in PACC meetings.
- J. Review all development for compliance with the Zoning and Subdivision ordinances of the City as well as State Laws that are implemented locally.
- Track developments reviewed for compliance.
 - Track violations brought into compliance.

Comprehensive Planning Division:

- No quantitative measurements proposed as a function of the qualitative nature of the division's work.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

Planning and Zoning classified its services into the following priority programs: Building Permit Processing; Community Programs; Comprehensive Planning; Development Review; Historic Preservation; Main Streets; Affordable Housing; Sector Studies; Transportation Planning; Economic Development. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

Total FTE: 29

Planning and Zoning:

Planning Director.....	1
Section Chief.....	3
Senior Planner	2
Planner	1
Historic Preservation Assistant	1
Community Development Administrator	1
Economic Development Manager	1
SMBE Coordinator	1
Assistant to the Director	1
Administrative Office Associate	1
Chief Code Enforcement.....	1
Deputy Property Maintenance Inspector.....	1

Department of Planning and Zoning

Senior Housing Inspector.....	1
Building Inspector.....	2
Plumbing/Utility Inspector.....	1
Combination Inspector	1
Electrical Inspector.....	1
Housing Inspector	2
Permits Associate	1
Life Safety/Mechanical Inspector	1
Architectural Plans Reviewer	1
Zoning Enforcement Officer.....	1
Permits Administrator.....	1
Stormwater Engineer	1

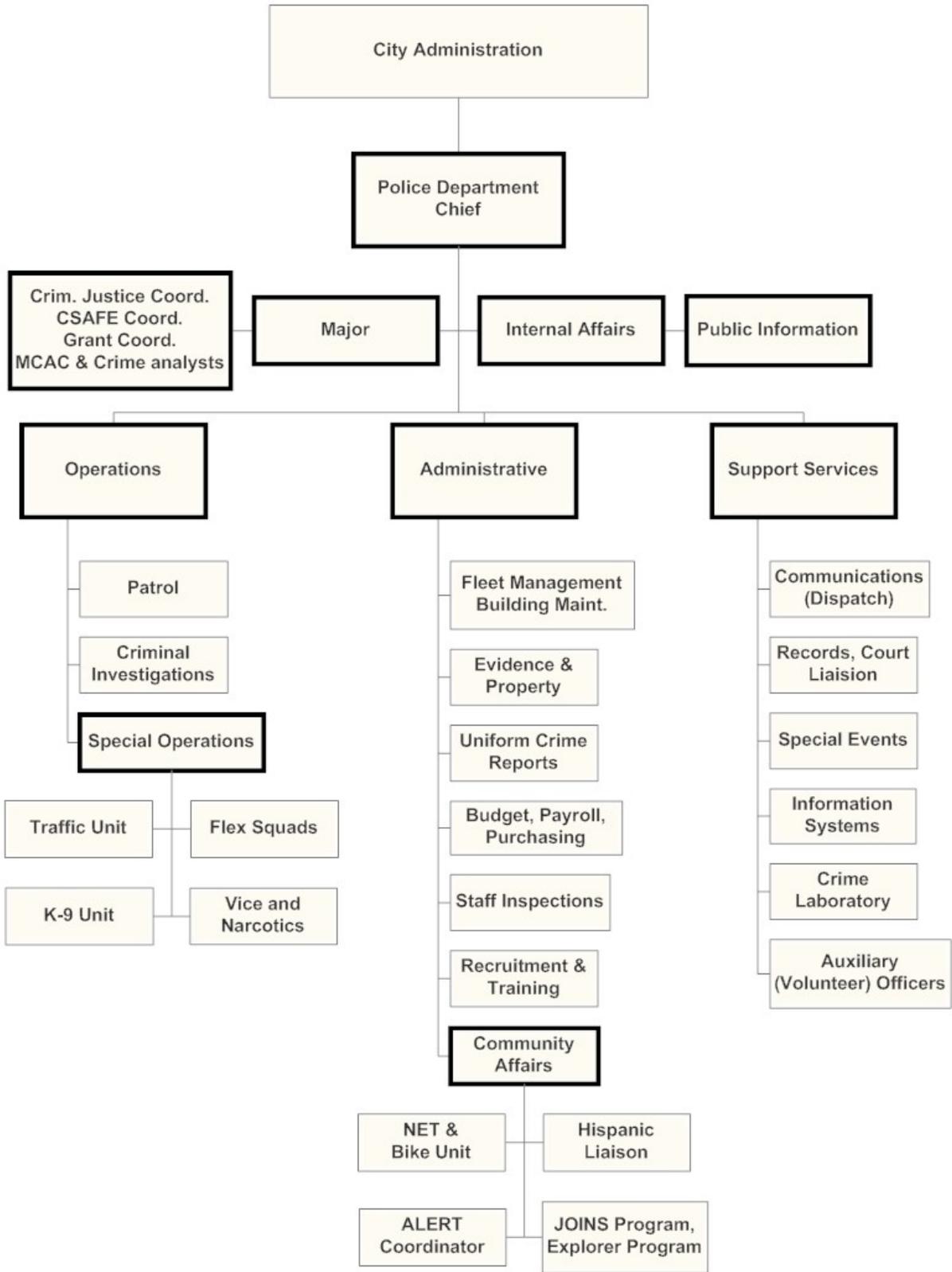
Contractual and Temporary Positions

The Planning and Zoning Department has a contractual Project Coordinator.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,293,924	\$ 1,205,371	\$ 1,528,878	\$ 1,600,751	\$ 3,480,659	91.90%
Operating	129,094	103,482	285,973	382,060	306,750	8.10%
Total	\$ 1,423,018	\$ 1,308,853	\$ 1,814,851	\$ 1,982,811	\$ 3,787,409	100.00%
% Change from Prior Year		-8.02%	38.66%	9.25%	91.01%	

Police Department



Police Department

Fund Support: General Fund

Description:

The Annapolis Police Department (APD) is a full-service law enforcement agency, responding to over 35,000 calls for service annually in sophisticated ways to meet the dynamic needs of a jurisdiction with over 38,000 residents and two million visitors annually.

APD is committed to data-driven, problem-oriented policing. Crime prevention and law enforcement strategies are based on the continuous and intense acquisition of crime data that when analyzed reveal emerging patterns and likely trends. Deployment and investigative flexibility are essential for crime fighting and prevention. In addition to routine patrol, APD proactively deploys officers in communities affected by crimes and/or nuisance activity. Our deployment is predicated on community concerns, real time crime analysis as well as historic trends. Citizen feedback is also critical. Police personnel provide services and patrol visibility in all communities by way of foot, bicycle, and motorized vehicles.

APD is among only six percent of law enforcement agencies nationwide to earn accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). This distinction has been maintained as a direct result of adherence to more than 400 rigorous standards related to crime prevention and law enforcement, coupled with integrity, structure and excellent practices of the Department.

APD is a key participant in effective partnerships that help keep Annapolis safe. For example, APD works with the State's Attorney's Office, the Division of Parole and Probation, and other public safety agencies to prosecute violent and repeat offenders. We also partner with the U.S. Coast Guard and Department of Natural Resources Police for maritime security. We also have worked and continue to work with the FBI and ICE in the furtherance of criminal investigations of serious and violent crimes, i.e., gang activity and human trafficking.

From community outreach programs (Watch-Your-Car, National Night Out, Hispanic Liaison) to enforcement operations (DUI, school bus safety, "Knock and Talk") to complex criminal investigations, APD remains vigilant in its efforts to make Annapolis a safe place in which to live, work, and visit.

Mission:

The Annapolis Police Department, in partnership with the community, is dedicated to preventing and controlling crime and preserving the quality of life in Annapolis through firm, fair, and impartial law enforcement strategies.

Goals & Objectives:

- A. Provide a safe community by reducing crime.
 - The department is concerned about all public safety issues.
 - We address these issues through proper planning, responses and practice.

- B. Improve traffic and pedestrian safety.
 - The department recognizes traffic and pedestrian safety is a concern to our citizens and elected officials.
 - To ensure the greatest impact, we will use existing data and conventional and unconventional methods to enforce existing laws.
 - We identify vulnerable and affected areas and deploy resources as needed.

Police Department

- C. Improve community outreach and communications.
- The department recognizes the community is not only a great resource but a great partner.
 - We will use available tools and seek new methods of generating the public's interest and involvement with our agency.

Police Department

D. Maintain high professional standards.

- The department understands the necessity to have a well trained, professional and courteous law enforcement agency.
- All complaints will be investigated in an impartial matter as the community deserves to be treated with respect.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

- ❖ The CPM 101 questions/measurements which applied to the Police Department are as follows:

Staffing and Expenditures:

- Total number of hours paid to sworn staff.
- Total operating and maintenance expenditures for police services.

Reported Crimes:

- Number of UCR Part 1 Violent Crimes reported.
- Number of UCR Part 1 Violent Crime cleared.
- Number of UCR Part 1 Property Crimes reported.
- Number of UCR Part 1 Property Crimes cleared.

DUIs and Accidents:

- Number of injury-producing traffic accidents which occurred in the jurisdiction (the number of accidents, not the number of injuries, was to be reported).
- Number of DUI arrests made.

Response Time:

- Average response time, from receipt of top priority police telephone call to arrival of first unit on scene, for "top priority" calls.

Complaints Against Personnel & Citizen Satisfaction:

- Number of complaints against sworn personnel.
- Number of "Very Safe," "Safe," "Neither Safe nor Unsafe," "Unsafe," "Very Unsafe," and/or "Don't Know" responses received from citizens on a survey question which asked "How safe do you feel in your neighborhood after dark?": *No survey conducted, could not answer.*
- Number of "Yes," "No," and/or "Don't Remember/Don't Know" responses received from citizens on a survey question which asked "During the past 12 months, were you or anyone in your household the victim of any crime?": *No survey conducted, could not answer.*

Police Department

- Number of “Yes,” “No,” and/or “Don’t Remember/Don’t Know” responses received from citizens on a survey question which asked, if you answered “yes” to being a victim of crime, “did you report all of these crimes to police?": *No survey conducted, could not answer.*

Risk Management:

- Total number of accidents involving police and law enforcement vehicles.

Fleet Management:

- Total vehicle maintenance expenditures (excluding accident/body damage repair) for ONLY police and law enforcement vehicles.
- Total number of miles driven by police and law enforcement vehicles: *Could not answer*

The following Fleet Management questions were answered by a collecting data from the Public Works Department, the Planning and Zoning Department, the Police Department and the Fire Department.

- Total number of Police and Law Enforcement Vehicles.
- Total number of ALL Vehicles and Heavy Equipment (including Police and Law Enforcement).
- Total vehicle maintenance expenditures (excluding accident/body damage repair) for ALL Vehicles and Heavy Equipment (including Police and Law Enforcement): *Could not answer.*
- Number of Excellent, Good, Fair, Poor, or Don’t Know responses received from fleet maintenance customer satisfaction surveys: *No survey conducted, could not answer.*

- ❖ Every community has unique attributes, and this is visible in the police performance data. In the fiscal year 2012 CPM report, ICMA shows that more is spent on police services per capita than the benchmark, likely reflecting Annapolis’ standing as the State Capitol with a large influx of daily and seasonal visitors, a vibrant downtown, and ongoing demographic changes.

Police Expenditures per Capita

	City	Benchmark: all jurisdictions average
FY 11	\$375	\$216
FY 12	\$394	\$272
FY 13 (raw)	\$391	

Meanwhile, the Police function clears similar percentage of violent crimes as the benchmark; however, it spends less achieving this clearance rate than the benchmark.

Police Expenditures per Part 1 Crime Cleared

	City	Benchmark: all jurisdictions average
FY 11	\$40,987	\$45,152
FY 12	\$45,914	\$51,827
FY 13 (raw)	\$46,116	

Percentage of Part 1 Violent Crimes Cleared

	City	Benchmark: all jurisdictions average
FY 11	66%	69%

Police Department

FY 12	61%	43%
FY 13 (raw)	58%	

❖ **Looking ahead:** Additional performance measurements the Police Department may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

- A. Provide a safe community by reducing crime.
 - Track number of reported crimes
 - Track number of calls for service

- C. Improve community outreach and communications.
 - Track number of community engagement activities.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

The Annapolis Police Department classified its services into the following priority programs: Patrol; Crime Investigation; Intelligence; Drug investigation; Crime Lab; Special Operations; Community Relations; Dispatch; and Support Services. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

Total FTE: 150

Office Associate III	1
Police Administrative Clerk	1
Police Records Specialist.....	5
Administrative Office Associate	1
Police Chief	1
Police Major	1
Police Captain	3
Police Lieutenant.....	5
Police Sergeant.....	13
Police Corporal.....	14

Police Department

Police Officer 1/C	51
Police Officer	36
Police Communications Operator II	3
Police Communications Operator	9
Police Property Supervisor	1
Police Planning Analyst.....	1
Police Identification Specialist.....	2
Warrant Control Records Supervisor	1
Hispanic Liaison	1

NOTE: The Police Department was approved to reach 124 sworn personnel positions in FY 2018.

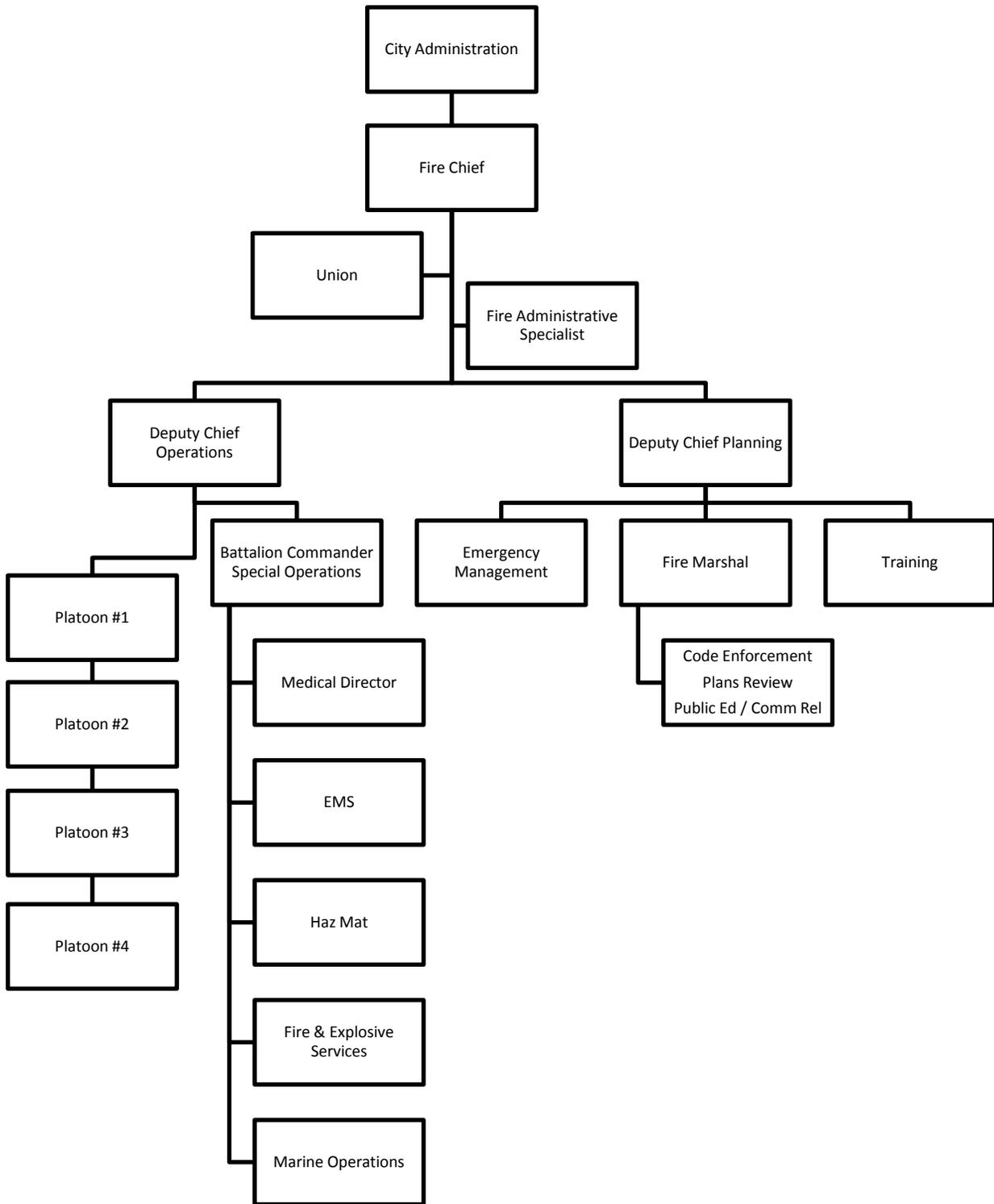
Contractual and Temporary Positions

The Police Department has various temporary and/or contractual positions. These positions consist primarily of School Crossing Guards, a Major Crimes Investigator, an Investigator Support Analyst, a Professional Standards Director, a Maryland Coordination and Analysis Center Intelligence Analyst, a Special Events Coordinator, Community Services Specialists, a Safe Streets Coordinator, a Crime Analyst, a Grant Coordinator, an IT Project Manager, a Camera Monitor, and a Communications Director.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 14,131,389	\$ 14,249,757	\$ 15,520,928	\$ 15,795,888	\$ 17,696,212	94.46%
Operating	1,324,786	1,359,955	1,161,372	1,118,572	1,037,490	5.54%
Total	\$ 15,456,175	\$ 15,609,712	\$ 16,682,300	\$ 16,914,461	\$ 18,733,702	100.00%
% Change from Prior Year		0.99%	6.87%	1.39%	10.76%	

Fire Department



Fire Department

Fund Support: General Fund

Description:

The Annapolis Fire Department is an all-hazards emergency service agency which serves to protect those who live, work, and play in Annapolis from injury and fire. The Fire Department ensures reliable, competent, and professional assistance to any person who is injured, ailing or encountering an emergency situation.

The Fire Department consists of the Fire Chief, the Annapolis Fire Department is functionally divided into two major Sections, Operations and Planning, each under the command of a Deputy Chief.

Operations Section:

The Operations Section provides staffing and equipment for an All Hazards Response to include fire, emergency medical services, special operations and all other emergency and non-emergency incidents. The Fire and Explosives Services Unit (FESU) operates the Department's nationally certified bomb squad. Basically, if it involves emergency lights and sirens, it falls under the command of Operations.

Services: Operations Section:

- Fire suppression.
- Emergency medical services (Paramedics)
- Bike Medics (Special Events)
- ASET Medics – Specially trained Paramedics that accompany police during high risk operations
- Citizen CPR Training
- Technical rescue response.
- Hazardous materials technical response.
- Response to weapons of mass destruction.
- Marine rescue/ firefighting (Fireboat 36)
- Explosive (Bomb) Team – includes four (4) explosive detection K9 Teams
- Fire and Explosive Investigations – (origin and cause)

Planning Section:

The mission is to preserve life from fire, explosion and other hazards through prevention, education and enforcement of the City Code, the State Fire Prevention Code and the Fire Laws of Maryland. In addition, the Planning Section includes the Office of Emergency Management (OEM) which prepares the City to handle the impact of natural and man-made disasters.

Services: Planning Section

- Public Education – fire and injury prevention
- Fire prevention/life safety
- Building plan review – new construction
- Public Information – PIO
- Code Enforcement – fire inspection of new construction
- Injury Prevention – to include senior citizens
- Fire Station Tours
- Smoke Detector Program – provide and install smoke detectors free of charge

Office of Emergency Management

Fire Department

The City of Annapolis Office of Emergency Management provides vision, directions and subject matter expertise in order to coordinate the City's all hazards emergency preparedness, response, recovery and mitigation efforts and develop an overall culture of safety.

Maintains daily awareness and notification of weather events and other threats that could disrupt normal operations in the City.

Provides City leadership with timely information necessary to make vital decisions before and during emergencies.

Initiates emergency operations during emergency events (to include the activation of the Emergency Operations Center and the coordination of all resources.)

Complete planning initiatives regarding severe weather, emergency operations, mitigations and other areas to maximize capabilities, coordination and readiness.

Continually assesses and improves the City's response capabilities, the condition of the City infrastructure and the readiness of staff and the public.

Provides support to City Departments by supporting planning activities and by distributing acquired grants funds.

Conducts community outreach to inform residents and businesses on how to prepare for emergencies.

The Director of Emergency Management, having been selected by the Mayor and appointed by the Governor, serves along with senior staff as a liaison to the State of Maryland and the National Guard.

Goals & Objectives:

The Annapolis Fire Department (AFD) has eight (8) core strategies intended to support our mission statement. These strategies are the guiding principles of the Annapolis Fire Department and serve to guide our daily operations. In support of those core strategies, the Department establishes annual goals and objectives to ensure continued improvement.

Core Strategies (Goals):

1. Fire Safety – Our number one goal will always be firefighter safety. As an organization we will develop strategies and implement training programs to ensure firefighter safety and survival. Safety is both an individual and team responsibility. Supervisors and employees must take an active role in their personal safety and the safety of their crews.

2. Fiscal Responsibility – The leadership of the Annapolis Fire Department will be good stewards of the taxpayer's funds. We will strive to be fiscally responsible with City funding and make prudent financial decisions.

3. Education & Training – A well trained and educated workforce is essential to an effective fire department. As a Department we value education and training and will encourage and provide training opportunities to our members.

4. Wellness & Fitness – We will provide our firefighters and professionals with knowledge, support and opportunities to our members.

5. Diverse Workforce – The continued excellence of the Annapolis Fire Department is largely dependent upon the ability to attract, develop and retain highly skilled, talented and motivated members. An essential element in maintaining this quality of services is the recognition of the value of a diverse workforce.

Characteristics such as age, culture, ethnicity, gender, race, religious preference, sexual orientation, gender expression and the expression of unique philosophies and ideas provide the opportunity to better understand each other. This understanding will strengthen the efficiency and productivity of the workforce, whose primary objective is to provide excellent service to the community we serve.

6. Outstanding Service – As an organization we will strive to meet or exceed our citizen's and customer's expectations in the services that we provide.

Fire Department

7. Fire & Injury Prevention – We will enhance public safety by minimizing the impact of fire, personal injury and hazardous conditions by conducting fire safety inspections, injury prevention and disaster preparedness programs.

8. Emergency Preparedness – The Office of Emergency Management (OEM) will provide a comprehensive and integrated emergency management system that coordinates community resources to protect lives, property and the environment through mitigation, preparedness, response and recovery from all natural and man-made hazards that may impact our City.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

Below is a compilation of the CPM questions which pertained to the Fire Department. The goal for fiscal year 2015 is that those CPM measurements which the City is not currently monitoring will be introduced into each department's infrastructure for a more complete performance profile.

- ❖ The CPM 101 questions/measurements which applied to the Fire Department are as follows:

Structures:

- Total number of residential, commercial and industrial structures in the jurisdiction.

Commercial and Industrial Inspections:

- Percentage of commercial and industrial occupancies inspected.

False Alarms:

- Total number of false alarms.

Staffing/Minimum Staffing:

- Total number of hours paid to all staff who provided Fire Service or Emergency Medical Service.
- Total number of BUDGETED Fire and EMS staff (response to represent a "head count" so the person who works full time and the person who works part time would each be counted as one staff member).
- Total number of BUDGETED volunteer and paid-on-call Fire and EMS staff.
- Minimum staffing per in-service pumper/engine in the jurisdiction.

Expenditures:

- Total expenditures for Fire and EMS activities (to include staff costs).

Fire Department

Fire and EMS Responses:

- Total number of EMS responses.
- Total number of structure fires.
- Total number of fires (structure AND non-structure).

Fire Confinement:

- Percentage of one- and two-family residential structure fires confined to the object or room of origin.
- Percentage of one- and two-family residential structure fires confined to the floor or structure of origin.

Cardiac Care:

- Percentage of patients in cardiac arrest from medical causes who were delivered to a medical center with a pulse by the EMS staff: *Could not answer, new EMS tracking system which began in December 2011 will allow this data to be collected in the future.*

Response Time:

- Percentage of Fire calls responded to in 5 minutes or less, from conclusion of dispatch to arrival on scene: *This number is tracked and reported but is skewed by the mutual aid of County emergency services.*
- Average response time for Fire calls, from conclusion of dispatch to arrival on scene: *This number is tracked and reported but is skewed by the mutual aid of County emergency services.*

- ❖ There have been improvements in management of Fire and EMS service delivery over the three years of data tracking, with performance measurement serving as a useful management tool. In the fiscal year 2012 CPM report, ICMA identifies regular inspections of commercial and industrial occupancies by the Fire Marshall –a proven fire prevention tool- have increased from 22%to 65% overall in three years, as have the percentage of Fire calls responded to within 5 minutes. Expenditures on the Fire/EMS function remain higher than the benchmark, a fact which is revisited periodically in policy discussions about the benefits of the City maintaining its own Fire department. The PM data illustrating response times reflects the benefit to City residents of the City maintaining its own Fire department.

Percentage of commercial and industrial occupancies inspected

	City	Benchmark: all jurisdictions average
FY14	95%	
FY15	100%	Of those scheduled for 2015 inspection
FY16	93%	Of those scheduled for 2016 inspection

Percentage of Fire calls with response time of 5 minutes and under

	City	Benchmark: all jurisdictions average
FY14	85%	
FY15	85%*	*Estimated
FY 16	93%*	

Fire Department

Fire/EMS expenditures per capita

	City	Benchmark: all jurisdictions average
FY14	\$353	
FY15	\$381	
FY16	\$94	

- ❖ **Looking ahead:** Additional performance measurements the Fire Department may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.
- A. Ensure firefighter safety by developing strategies and implementing training programs.
- Track number of training hours completed by staff.
 - Track number of OSHA compliance training hours.
- B. Enhance public safety by minimizing the impact of fire, disaster, and hazardous conditions by conducting fire safety inspections as required by the City Code and as recommended in national fire protection standards.
- Track number of fire responses. In 2016 this was 1,765.
 - Track number of Explosive Response Team responses. In 2016, this was 135.
 - Track number of fire safety inspections completed. In 2016, this was 1,225.
 - Track number of fire hazard surveys completed. In 2016, this was 1,225.
 - Track number of plans reviewed by the Fire Marshals' Office for compliance and safety. In 2016, this was 725.
- D. Develop and deliver public education programs in response to risk assessments and community-targeted educational needs.
- Track number of public education events hosted or participated in. In 2016 this was 180.
- Other:* Track collection rate for collection of EMS transport fees. In 2016 there was a total of \$1,277,551 collected for 5,449 transports. This is an average of \$234.50 per transport. The collection rate breakdown for 2016 was 70%. Track total number of all responses by Fire Department personnel. In 2016 this was 10,861.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

The Annapolis Fire Department classified its services into the following priority programs: Emergency Medical Services (EMS); Fire Suppression; Special Operations; Code Enforcement; Plans Review; Public Education/Community Relations; and Emergency Management. Each program was further defined by its

Fire Department

legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2017

Permanent Positions

Total FTE: 131* Plus 12 Firefighter I-III SAFER Grant personnel beginning February 2017.

Fire - Uniformed:

Fire Chief	1
Deputy Fire Chief	2
Fire Battalion Chief.....	6
Fire Captain.....	6
Fire Lieutenant	22
Firefighter 1/C	33
Firefighter I - III.....	54

Note: Firefighter positions (1/C and I-III) vary based on the firefighters' level of qualification and certification. Fire Marshals are included in these counts.

Fire - Civilian:

Fire Inspector	1
Administrative Office Associate	1
Office Associate IV	1
Office Associate III	2

Office of Emergency Preparedness:

Office Associate IV	1
Deputy Director of EPRM.....	1

Contractual and Temporary Positions

The Fire Department has temporary and/or contractual positions. The Medical Director provides his Medical License to allow us to operate as an Emergency Medical Services provider. The Office of Emergency Preparedness has three (3) contractual personnel: a Training & Outreach Coordinator and two Planners..

Fire Department

BUDGET SUMMARY FIRE DEPARTMENT

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 13,320,592	\$ 13,881,233	\$ 14,913,202	\$ 15,330,260	\$ 16,138,996	94.08%
Operating	939,072	933,674	841,503	970,142	1,014,993	5.92%
Capital Outlay	128,407	56,000	55,970	56,000	-	0.00%
Total	\$ 14,388,071	\$ 14,870,907	\$ 15,810,674	\$ 16,356,402	\$ 17,153,989	100.00%
% Change from Prior Year		3.36%	6.32%	3.45%	4.88%	

* The Office of Emergency Preparedness was combined with the Fire Department budget in FY 2011 - FY 2013 and again in FY 2016.

BUDGET SUMMARY EMERGENCY MANAGEMENT

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 197,753	\$ 78,171	\$ -	\$ -	\$ -	0.00%
Operating	17,372	33,805	-	-	-	0.00%
Total	\$ 215,125	\$ 111,975	\$ -	\$ -	\$ -	0.00%
% Change from Prior Year		0.00%	0.00%	#DIV/0!	#DIV/0!	

* The Office of Emergency Preparedness was combined with the Fire Department budget in FY 2011 - FY 2013 and again in FY 2016.

Office of Environmental Policy

Overview:

With the approval of Ordinance 12-16, the Department of Neighborhood & Environmental Programs was dissolved. The Code Enforcement and Permitting responsibilities now reside within the Planning & Zoning Department. Wasterwater and Watershed Restoration responsibilities now reside within the Public Works Department. A new division has been formed, the Office of Environmental Programs, for the enviromental responsibilities. This change structural change was in process during the FY 2017 Budget Process. For FY 2017, the Department of Neighborhood & Environmental Programs budget was created for business as usual, with a Budget Revision to take place after the start of the Fiscal Year. The new departmental setup will be reflected in the FY 2018 Budget Book.

Fund Support: General Fund

Description:

The Office of Environmental Policy consists of Environmental Programs responsible for the enhancement of the environment, through projects and programs, including but not limited to,. urban forestry, wastewater pretreatment, sediment and erosion control, environmental stewardship and sustainability programs.

Mission:

To maintain and improve the neighborhoods and environment of the City through innovative, consistent and effective, environmental programs and code enforcement.

Services:

- Regulates the sediment and erosion control program.
- Educates citizens about NPDESII and sediment and erosion control.
- Maintains and enhances the City's urban forest.
- Promotes the sustainable Annapolis program.
- Regulates private solid waste collection.

Goals & Objectives:

Operating Objectives:

- A. Maintaining a high quality of life for citizens via inspection and code enforcement functions which promote the cleanliness of the City's neighborhoods and the safety and quality of the built environment.
- B. Preserve and improve the natural environment through effective environmental programs.

Specific Goals:

Office of Environmental Policy

- C. Increase the number of properties included in the stormwater credit fee program by 100% in FY16.
- D. Respond to and initiate response to 100% of hazard trees under DNEP responsibility within 24 hours of report or discovery.
- E. Inspect 100% of construction sites with sediment and erosion control permits.
- F. Issue Notices of Violation to 100% of violators of discharge limits.
- G. Conduct inspections and/or education visits to 100% of oil and grease violators with exceedances over 400 mg/L.
- H. Implement or propose 20% of budget neutral programs included in the Community Action Plan.
- I. Recertify 70% of expiring Certified Environmental Stewards expiring in FY16.
- J. Increase Certified Environmental Stewards by 10% in FY16.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

Below is a compilation of the CPM questions which pertained to the Department of Neighborhood and Environmental Programs. The goal for fiscal year 2015 is that those CPM measurements which the City is not currently monitoring will be introduced into each department's infrastructure for a more complete performance profile.

- ❖ The CPM 101 questions/measurements which applied to the Department of Neighborhood and Environmental Programs are as follows:

- K. Increase the number of properties included in the stormwater credit fee program by 100%.
 - Track the number of properties included in the stormwater credit fee program.
- L. Respond to and initiate response to 100% of hazard trees under DNEP responsibility within 24 hours of report or discovery.
 - Track number of hazard trees reported or discovered.
 - Track response time (in hours) to each hazard tree reported or discovered.
 - Track percentage of responses which occur in 24 hours or less of report or discovery.

Office of Environmental Policy

- M. Inspect 100% of construction sites with sediment and erosion control permits.
 - Track number of construction sites with sediment and erosion control permits
 - Track percentage of such sites which are inspected.
- N. Issue Notices of Violation to 100% of violators of discharge limits.
 - Track number of discharge-limit violators.
 - Track percentage of discharge-limit violators who are issued Notices of Violation.
- O. Conduct inspections and/or education visits to 100% of oil and grease violators with exceedances over 400 mg/L.
 - Track number of oil and grease violators with exceedances over 400mg/L.
 - Track percentage of such violators who inspected or given education visits.
- P. Implement or propose to City Council 20% of budget-neutral programs included in the Community Action Plan.
 - Track number of budget-neutral programs from the Community Action Plan which are implemented.
 - Track number of budget-neutral programs from the Community Action Plan which are proposed to City Council.
 - Track percentage of program implementation and program proposal based on number of budget-neutral programs in the Community Action Plan.
- Q. Recertify 70% of expiring Certified Environmental Stewards expiring in FY15.
 - Track number of expiring Stewards.
 - Track number of expiring Stewards who are recertified.
- R. Increase Certified Environmental Stewards by 10% in FY15.
 - Track number of Certified Stewards.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

The Department of Neighborhood and Environmental Programs (DNEP) classified its services into the following priority programs: Plans Review; Inspections; Commercial Use; Private Property; Rental Licensing; ABC Inspections; Port Wardens; Urban Forestry; and Sustainability. Three programs identified by DNEP were relocated to other departments that offered similar services. Stormwater Quality and Stormwater Management were relocated to the Watershed Restoration Fund and Wastewater Pre-Treatment was moved to the Wastewater Fund. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

Office of Environmental Policy

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

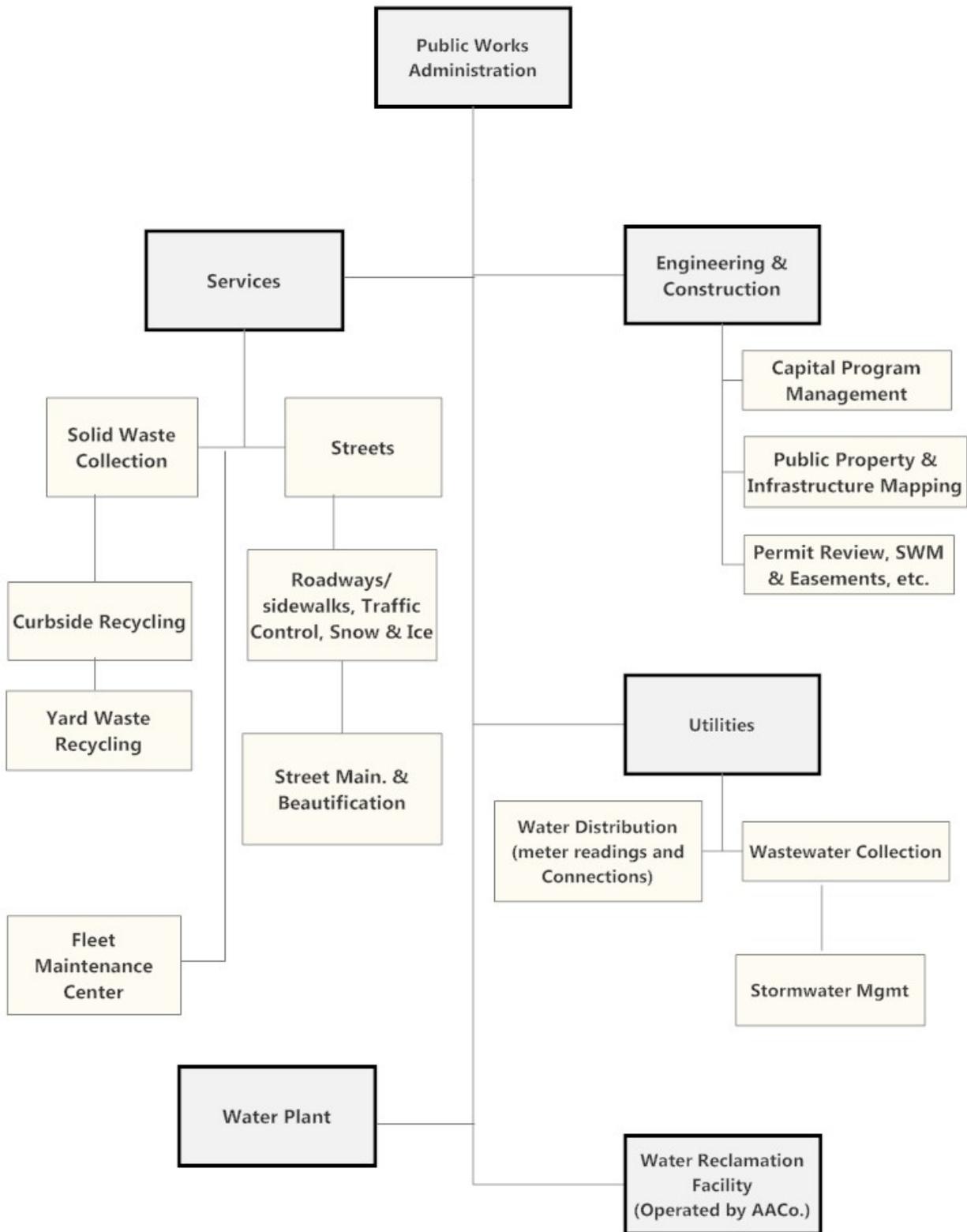
Total FTE: 3

Director..... 1
 Environmental Compliance Inspector 1
 Environmentalist..... 1

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 2,272,332	\$ 2,177,908	\$ 1,924,348	\$ 1,990,699	\$ 417,912	92.48%
Operating	147,796	133,154	95,466	93,173	34,000	7.52%
Total	\$ 2,420,128	\$ 2,311,062	\$ 2,019,814	\$ 2,083,872	\$ 451,912	100.00%
% Change from Prior Year		-4.51%	-12.60%	3.17%	-78.31%	

Department of Public Works



Department of Public Works

Fund Support: Various Funds (General and Enterprise)

Description:

The Public Works Department provides services for the benefit, health, safety and welfare of the citizens of Annapolis, and includes Administration; the Bureau of Engineering and Construction; Public Works Services which includes Streets, Snow and Ice Removal, Traffic Control and Maintenance, Solid Waste, and Fleet Maintenance Center; Public Works Utilities, which includes Wastewater Collection, Water Distribution, and Watershed Management; and the Water Supply and Treatment Facility. The Annapolis Water Reclamation Facility is operated by Anne Arundel County, but is funded in partnership with the City of Annapolis.

Mission:

To create a safe, clean and inviting urban living and working environment within the City by planning and providing for systems, services, and skilled employees necessary to sustain this mission.

Services:

- Manage the City's Capital Improvement Program.
- Operate and/or oversee the City's solid waste system, including refuse, recycling, yard waste, and bulky waste collection and disposal.
- Operate and maintain the water treatment plant, water distribution system, sewer collection system and storm drain systems.
- Maintain the City's transportation infrastructure, including streets, sidewalks, bike paths, signs, traffic signals, and street lights.
- Manage the City-owned buildings and facilities.

Goals & Objectives:

Operating Objective: Operate the Department of Public Works in a manner that provides the residents of Annapolis with an outstanding level of customer service by improving policies, procedures and relationships; creating a safe work environment; enhancing our employees' knowledge, skills and abilities; and advancing the quality of our tools and equipment.

Goals:

- A. Improve program and project management of the Capital Improvement Program.
- B. Implement the new Water Treatment Plan project.
- C. Institute a planned, cost-effective approach for the recapitalization of the water distribution system and sewer collection system.
- D. Develop an efficient and cost-effective plan for recapitalizing the storm drain system in a manner that compliments the natural environment.
- E. Maintain a safe, high level-of-service right-of-way infrastructure system that supports vehicles, cyclists and pedestrians.

Department of Public Works

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices. The process will begin during the fiscal year 2015 budget process, during which the results of the fiscal year 2011 survey will begin to inform budgetary decisions.

Below is a compilation of the CPM questions which pertained to the Department of Public Works. The goal for fiscal year 2015 is that those CPM measurements which the City is not currently monitoring will be introduced into each department's infrastructure for a more complete performance profile

- ❖ The CPM 101 questions/measurements which applied to the Department of Public Works are as follows:

Facilities Management:

- Total square footage of City-owned facilities.
- Total expenditures for custodial services for the City-owned facilities.
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from facilities management customer satisfaction surveys: *No survey conducted, could not answer.*

Fleet Management:

The following Fleet Management questions were answered by collecting data from the Public Works Department, the Planning and Zoning Department, the Police Department and the Fire Department.

- Total number of Police and Law Enforcement Vehicles.
- Total number of ALL Vehicles and Heavy Equipment (including Police and Law Enforcement).
- Total vehicle maintenance expenditures for ALL Vehicles and Heavy Equipment (including Police and Law Enforcement): *Could not answer.*
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from fleet maintenance customer satisfaction surveys: *No survey conducted, could not answer.*

Highways and Roads:

- Total number of paved lane miles
- Total number of paved lane miles assessed
- Total number of paved lane miles rated satisfactory or better: *Could not answer.*
- Total expenditures for the rehabilitation of paved lane miles.
- Average number of working days to repair a pothole: *Could not answer*
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from street repair customer satisfaction surveys: *No survey conducted, could not answer.*

Department of Public Works

Solid Waste:

- Total number of residential refuse collection accounts.
- Total number of residential recycling collection accounts.
- Total number of tons of refuse collected from residential accounts.
- Total number of tons of recyclable material collected from residential accounts.
- Total expenditures for residential refuse collection.

- Total expenditures for residential recycling collection.
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from garbage collection customer satisfaction surveys: *No survey conducted, could not answer.*
- Number of Excellent, Good, Fair, Poor, or Don't Know responses received from recycling collection customer satisfaction surveys: *No survey conducted, could not answer.*

- ❖ **Looking ahead:** Additional performance measurements the Department of Public Works may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

- A. **Mission Statement (a):** Create a safe, clean and inviting urban living and working environment within the City.

Facilities:

- Track percentage of City facilities with an updated condition assessment.
- Track percentage of facilities with preventative maintenance programs established.

Sewer:

- Track number of sanitary sewer overflows.
- Track number of sanitary sewer spills reaching public waters.
- Track miles of sewer mains replaced or rehabilitated.
- Track miles of sewer mains cleaned.

Solid Waster/Refuse:

- Track diversion rate of recycled materials from disposal.

Stormwater:

- Track percentage of storm drains and structures cleaned monthly.

Streets:

- Track percentage of lane miles with remaining service life of 10 years or more.
- Track percentage of street miles resurfaced
- Track percentage of streets swept each month

Water Treatment:

- Track number of primary Maximum Contaminant Level (MCL) violations.
- Track percentage of planned Water Treatment Plant preventive maintenance activities performed.

- B. **Mission Statement (b):** Create a safe work environment for employees and enhance employees' knowledge, skills and abilities.

- Track number of recordable injuries.
- Track number of preventable vehicle accidents.
- Track percentage of employees provided in-service training.

Department of Public Works

- C. **Operating Objective:** Operate the Department of Public Works in a manner that provides the residents of Annapolis an outstanding level of customer service.

Facilities:

- Track average time to respond to both emergency and routine requests.

Solid Waste/Refuse:

- Track number of complaints received.

Streets:

- Track average time to repair a pothole.
- Track average time to investigate sidewalk hazard and average time to make permanent repairs to sidewalk hazards.

Water Distribution:

- Track average time to investigate and repair service leaks.
- Track average time to respond to water main breaks.
- Track average number of days to investigate and respond to customer requests.

All:

- Track customer satisfaction through survey. Correlate satisfaction to the results of the above measures.

- D. **Goal A:** Improve program and project management of the Capital Improvement Program.
- Track percentage of CIP projects completed within 10% of their baseline schedule.
 - Track percentage of CIP projects for which soft costs are less than 15%.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

The Public Works Department classified its services funded by the General Fund into the following priority programs: Administration; Traffic Engineering; Public Works Inspections; Maps and Records; Street Repairs; Streetscape Maintenance; Traffic Control and Maintenance; Snow and Ice; Fleet Maintenance; Police Fleet Maintenance; Fire Fleet Maintenance; Buildings Repair and Maintenance; and Market House. Two programs identified by Public Works were relocated to other Funds that offer similar services. Utilities Engineering is split between the Water Fund and the Wastewater Fund. Capital Project Management is relocated to each specific CIP. The Public Works Department classified its service funded by the Enterprise Funds into the following priority programs: Plant Operations; Water Distribution; Wastewater Reclamation; Wastewater Collection; Refuse Collections; Curbside Recycling; Watershed Restoration; and Sidewalk Repair. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

Department of Public Works

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

Total FTE: 97

Administration:

Director of Public Works	1
Assistant to Public Works Director	1
Administrative Office Associate	1
Accounting Associate II	1
Public Works Analyst	1

Bureau of Engineering and Construction:

Civil Engineer II	5
Public Works Inspector	1
Computer Draftsperson	1
Capital Project Inspector.....	1
Construction Inspector.....	1

Streets:

Superintendent - Public Works Services.....	1
Public Works Supervisor	1
Mason I.....	1
Mason II	1
Equipment Operator III.....	2
Equipment Operator II.....	3
Equipment Operator I.....	15
Office Associate IV.....	1
Public Works Dispatcher	1
Public Works Maintenance Worker I.....	6

Snow and Ice Removal:

All overtime

Traffic Control and Maintenance:

Traffic Technician I.....	1
Traffic Technician II.....	1
Public Works Maintenance Worker II.....	1

Fleet Maintenance Center:

Fleet Manager	1
Automotive Technician.....	5
Facility Maintenance Technician.....	1

Facilities / General Government Buildings:

Senior Maintenance Technician.....	1
Public Works Maintenance Worker II.....	1
Facility Maintenance Engineer I.....	1
Facility Maintenance Engineer II.....	1

Water Supply and Treatment Facility:

Water Plant Superintendent.....	1
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Department of Public Works

Assistant Water Plant Superintendent	1
Water Plant Operator IV	5
Utilities Mechanic II	2
Equipment Operator II	1
PW Maintenance Worker I	1
Instrument Technician	1
 <i>Water Distribution:</i>	
Superintendent - Public Works Utilities	1
Utility Supervisor	2
Utility Mechanic III	1
Underground Utility Locator I	1
Office Associate IV	1
Meter Technician II	2
Meter Technician I	1
Equipment Operator I	2
Equipment Operator II	2
Equipment Operator III	1
 <i>Wastewater Collection:</i>	
Utility Supervisor	1
Utility Mechanic III	1
Utility Mechanic II	1
Equipment Operator II	1
Equipment Operator I	2
 <i>Watershed Restoration:</i>	
Equipment Operator III	1
Equipment Operator I	1
PW Maintenance Worker I	1
 <i>Solid Waste:</i>	
Public Works Supervisor	1
Office Associate IV	1

Contractual and Temporary Positions

The Public Works Department has various temporary and/or contractual positions. These positions consist of temporary laborers.

Department of Public Works

BUDGET SUMMARY: ALL DIVISIONS

General Fund Divisions:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Administration	\$ 678,920	\$ 683,229	\$ 567,305	\$ 702,381	\$ 723,286	8.94%
Engineering & Construction	764,403	820,219	717,148	1,061,057	1,049,855	12.98%
Streets	3,074,239	3,022,262	2,856,112	2,722,985	2,993,793	37.00%
Snow & Ice	215,377	230,623	172,792	82,676	167,290	2.07%
Traffic Control & Maintenance	291,248	283,278	163,978	306,872	296,531	3.67%
Fleet Maintenance	437,745	497,391	1,091,459	1,045,571	1,131,609	13.99%
General Gov't Buildings	1,599,068	1,539,870	1,688,529	1,895,193	1,727,950	21.36%
Total	\$ 7,061,001	\$ 7,076,871	\$ 7,257,323	\$ 7,816,734	\$ 8,090,315	100.00%
% Change from Prior Year		0.22%	2.55%	7.71%	3.50%	

* Non-allocated expenses are not listed here as they are charged to the General Fund collectively (as opposed to per department/division).

Enterprise Divisions:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Water Fund	\$ 3,110,959	\$ 3,491,971	\$ 2,618,258	\$ 3,525,283	\$ 3,491,559	17.13%
Wastewater Fund	4,831,650	4,808,504	4,749,216	5,464,006	5,277,930	25.89%
Market House**	151,903	159,094	-	-	-	0.00%
Stormwater Management	255,008	235,365	415,724	672,733	538,022	2.64%
Solid Waste	1,370,585	1,372,476	1,662,863	1,557,063	2,040,247	10.01%
Sidewalk Revolving	388,804	382,748	380,162	677,568	676,833	3.32%
Non-Allocated *	8,232,882	8,028,281	4,844,070	7,867,018	8,357,640	41.00%
Total	\$ 18,341,791	\$ 18,519,819	\$ 14,670,293	\$ 19,763,672	\$ 20,382,231	100.00%
% Change from Prior Year		0.97%	-20.79%	34.72%	3.13%	

* Non-Allocated expenses include debt service, depreciation, and interfund transfers. Non-allocated expenses are charged to each enterprise fund but are charged to the General Fund collectively (as opposed to per department).

**Market House was absorbed into Public Works General Fund Operating Budget FY 2016

Department of Public Works

Division: Administration

Fund Support: General Fund

Description:

Responsible for providing overall management and policy guidelines for the department. Provides administrative support to the department.

Services:

- Provides overall management and policy guidelines governing Public Works and its employees.
- Provides administrative support for the department, purchasing for operations and Capital Improvement Program (CIP) projects, payroll processing, personnel issues, training administration, web design and maintenance, etc.
- Provides customer service to the City's residents and commercial businesses.
- Maintains Public Works website to include information related to each division, various programs, schedules and processes. Also provides alerts for emergency information related to Public Works.
- Plans and coordinates employee recognition and public education events.
- Represents the department at community meetings, City Council meetings, and City Commissions & Board meetings.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 665,344	\$ 614,963	\$ 512,027	\$ 626,933	\$ 650,686	89.96%
Operating	13,576	68,266	55,279	75,448	72,600	10.04%
Total	\$ 678,920	\$ 683,229	\$ 567,305	\$ 702,381	\$ 723,286	100.00%
% Change from Prior Year		0.63%	-16.97%	23.81%	2.98%	

Department of Public Works

Division: Engineering and Construction

Fund Support: General Fund

Description:

Responsible for the project management engineering and inspection of all Public Works projects and provides supervision and administration of Capital Improvement Program projects. Maintains construction and utilities records. Responsible for review of subdivision plans and utility inspections.

Services:

- Provides project management services for Capital and large-scale Operations and Maintenance projects.
- Prepares Capital Improvement Budget requests for the department.
- Provides in-house engineering for minor projects and supervises engineering consultants.
- Provides program management for City's repaving/rehabilitation program.
- Provides program management for City's sidewalk rehabilitation program.
- Maintains records of all property, buildings, utilities, roads, parks, and other public improvements owned or controlled by the City.
- Provides plat maps for builders, contractors and the general public.
- Manages City's closed landfill.
- Updates and sells City maps.
- Provides stormwater management and other right-of-way services associated with grading and other permits.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 716,733	\$ 763,719	\$ 677,221	\$ 991,291	\$ 997,155	94.98%
Operating	47,670	56,500	39,927	69,765	52,700	5.02%
Total	\$ 764,403	\$ 820,219	\$ 717,148	\$ 1,061,057	\$ 1,049,855	100.00%
% Change from Prior Year		7.30%	-12.57%	47.96%	-1.06%	

Department of Public Works

Division: Streets (Formerly "Roadways")

Fund Support: General Fund

Description:

Responsible for street cleaning, grass & weed cutting, loose litter collection, street-side refuse container collection, leaf collection, minor area rehabilitation and maintenance of roadways and city-owned sidewalks, storm drains and other public infrastructure.

Services:

- Provides street sweeping and flushing.
- Maintains in a clean and sanitary condition the City Dock, Market Square, Main Street, Maryland Avenue and harbor waters, keeps the downtown areas clean for tourists and residents.
- Empties street-side refuse containers.
- Collects loose litter from public roads.
- Collects leaves in fall season.
- Cuts weeds and grass on City rights-of-ways and specified areas.
- Performs small area roadway reconstruction and pothole repair.
- Maintains city-owned street lights in Annapolis Historic District and along West Street to Westgate Circle. Also coordinates with Baltimore Gas & Electric (BGE) for repairs and replacements of BGE owned street lights.
- Manages and performs the snow and ice removal program.
- Performs minor repairs to sidewalks and curbs.
- Supports residential refuse with bulk refuse pick-up services.
- Maintains bike lanes in conjunction with traffic calming.
- Manages City fuel inventory for entire City fleet (including monitoring inventory levels and reordering).
- Calculates fuel cost distribution to all City departments which includes administering the State fuel tax program.

Department of Public Works

Division: Streets (Formerly "Roadways")

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 2,103,046	\$ 2,119,670	\$ 2,066,596	\$ 1,929,875	\$ 2,169,893	72.48%
Operating	971,193	902,592	789,516	793,110	823,900	27.52%
Total	\$ 3,074,239	\$ 3,022,262	\$ 2,856,112	\$ 2,722,985	\$ 2,993,793	100.00%
% Change from Prior Year		-1.69%	-5.50%	-4.66%	9.95%	

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

- ❖ Improved management, budgeting, and service delivery is clearly reflected in the performance measurement data related to road maintenance. In the fiscal year 2012 CPM report, ICMA identifies in the three years of tracking data, expenditures on road rehabilitation increased to \$2,174 per paved lane mile, slightly lower than, but generally on par with the benchmark in comparison to prior years. Beginning in FY13, expenditures on street sweeping are also tracked, although the FY13 benchmarks was not available before summer of 2014. With the street sweeping data, the City's implementation of the *Clean and Green Initiative* will be benchmarked against other jurisdictions' efforts related to street cleanliness.

Expenditure on road rehab per paved lane mile

	City	Benchmark: all jurisdictions average
FY11	\$153	\$3,152
FY12	\$2,173	\$2,438
FY13 (raw)	\$2,174	

Department of Public Works

Division: Snow and Ice Removal

Fund Support: General Fund

Description:

Responsible for the removal of snow and ice from public roadways.

Services:

- Keeps all public streets clear of snow through plowing and removal of snow to off-site locations when necessary.
- Provides for ice control on public streets by spreading salt and sand.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 68,120	\$ 49,943	\$ 105,013	\$ 41,418	\$ 64,590	38.61%
Operating	147,257	180,680	67,779	41,258	102,700	61.39%
Total	\$ 215,377	\$ 230,623	\$ 172,792	\$ 82,676	\$ 167,290	100.00%
% Change from Prior Year		7.08%	-25.08%	-52.15%	102.34%	

Department of Public Works

Division: Traffic Control and Maintenance

Fund Support: General Fund

Description:

Responsible for the installation and maintenance of traffic regulatory devices, traffic signals and signs, line striping and directional signs.

Services:

- Installs and repairs traffic signs.
- Performs engineering studies for changing traffic patterns.
- Initiates engineering studies to modify existing traffic operations.
- Installs and repairs traffic signals.
- Maintains thermo-plastic and paint lane striping.
- Provides traffic advisory signs for special events.
- Provides traffic volume studies using tube counters.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 232,050	\$ 238,916	\$ 116,611	\$ 242,252	\$ 246,731	83.21%
Operating	59,198	44,362	47,367	64,620	49,800	16.79%
Total	\$ 291,248	\$ 283,278	\$ 163,978	\$ 306,872	\$ 296,531	100.00%
% Change from Prior Year		-2.74%	-42.11%	87.14%	-3.37%	

Department of Public Works

Division: Fleet Maintenance Center

Fund Support: General Fund

Description:

Responsible for providing preventive maintenance and repair services for the Public Works, the Department of Neighborhood and Environmental Programs, and the Recreation and Parks Department vehicles.

Services:

- Provides vehicle and equipment maintenance and repairs.
- Provides automated diesel and gasoline fuel dispensing system for entire City fleet including Police, Fire, etc.
- Calculates fuel cost distribution to all City departments.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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- ❖ Performance measurement has illustrated the need for a significant shift in the City's management of its fleet of vehicles, even as this was acknowledged by senior management and discussions of remedies had begun. In the fiscal year 2012 CPM report, ICMA identifies that in the first two years of performance measurement, the City data systems did not allow a complete calculation of all fleet-related expenditures as defined by ICMA. By the third year of data collection the City had completed a comprehensive study that yielded the measurement required by ICMA. The *Fleet Management Process Improvement Study* (2013) conclusively recommended moving to centralized fleet management, among other recommendations related to facilities, management practices, fleet size, and cost accounting. In FY 2014 efforts to implement the recommendations of the *Study* began, and in FY 2015 a Fleet Manager was hired.

Department of Public Works

Division: Fleet Maintenance Center

Average fleet maintenance expenditures per vehicle

	City	Benchmark: all jurisdictions average
FY11		\$2,707
FY12		\$3,128
FY13 (raw)	\$4,275	

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 345,334	\$ 424,691	\$ 740,008	\$ 805,111	\$ 811,109	71.68%
Operating	92,411	72,700	351,451	240,460	320,500	28.32%
Total	\$ 437,745	\$ 497,391	\$ 1,091,459	\$ 1,045,571	\$ 1,131,609	100.00%
% Change from Prior Year		13.63%	119.44%	-4.20%	8.23%	

Department of Public Works

Division: Facilities / General Government Buildings

Fund Support: General Fund

Description:

Responsible for the supervision of the City's buildings and maintenance of all City-owned and leased facilities.

Services:

- Provides building operations and maintenance for all City buildings.
- Provides an environmentally comfortable climate for employees to perform their daily tasks.
- Protects and enhances the City's facility assets by proper preventative maintenance.
- Oversees construction projects.

Performance Measurements:

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- ❖ In the fiscal year 2012 CPM report, ICMA showed that performance measurement related to management of City facilities revealed a weakness in the City's data collection, corresponding with a fragmented management structure. Tracking of custodial expenditures was implemented as a result of the PM exercise, and over the three years of data tracking, expenditures decreased, reflecting a contraction in budgets generally. Not all facility management costs are tracked comprehensively City-wide. The PM exercise suggests that adjustments to the management structure and management practices can yield improvements related to the staffing, oversight, budgeting, and cost accounting of facilities. These results were echoed in a study of vehicle-related facilities (see Fleet Management). As priorities allow, this functional area can be improved.

Department of Public Works

Division: Facilities / General Government Buildings

Custodial expenditures per square feet: Offices

	City	Benchmark: all jurisdictions average
FY11	\$1.90	\$2.30
FY12	\$0.73	\$0.91
FY13 (raw)	\$0.66	

Custodial expenditures per square feet: All facilities

	City	Benchmark: all jurisdictions average
FY11	\$1.04	\$1.06
FY12	\$0.48	\$0.73
FY13 (raw)	\$0.80	

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 355,889	\$ 396,637	\$ 406,033	\$ 548,427	\$ 439,450	25.43%
Operating	1,243,179	1,143,233	1,282,496	1,346,766	1,288,500	74.57%
Total	\$ 1,599,068	\$ 1,539,870	\$ 1,688,529	\$ 1,895,193	\$ 1,727,950	100.00%
% Change from Prior Year		-3.70%	9.65%	12.24%	-8.82%	

Department of Public Works

Division: Water Supply and Treatment

Fund Support: Water Fund

Description:

Responsible for the production, storage and initial distribution of all potable water for City customers.

Services:

- Pumps groundwater from various wells.
- Treats water by filtering and chemical treatment, primarily for iron removal and stabilization.
- Ensures safety and compliance with the Safe Drinking Water Act which includes tests for lead and bacteria.
- Produces an adequate supply of water to meet customer and fire flow demand.
- Manages the City's dam.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,102,779	\$ 1,231,483	\$ 645,328	\$ 1,259,966	\$ 1,311,590	66.36%
Operating	642,809	738,702	550,902	814,408	665,000	33.64%
Total	\$ 1,745,588	\$ 1,970,185	\$ 1,196,230	\$ 2,074,375	\$ 1,976,590	100.00%
% Change from Prior Year		12.87%	-39.28%	73.41%	-4.71%	

Department of Public Works

Division: Water Distribution

Fund Support: Water Fund

Description:

Responsible for operating, maintaining and repairing the City's water distribution system.

Services:

- Install and repair water mains.
- Install and repair water service lines.
- Read and record water meters for billing by the Finance Department.
- Supervise the installation of new water mains.
- Supervise the chlorination of new mains.
- Inspect and pressure-test the installation of mains in new developments.
- Execute turn-off and turn-on water services as directed by the Finance Department.
- Install and repair fire hydrants.
- Locate water main and service lines for contractors.
- Investigate water bill protests.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 964,608	\$ 1,118,525	\$ 954,812	\$ 925,498	\$ 979,070	64.63%
Operating	400,762	403,261	467,217	525,411	535,900	35.37%
Total	\$ 1,365,370	\$ 1,521,786	\$ 1,422,028	\$ 1,450,909	\$ 1,514,970	100.00%
% Change from Prior Year		11.46%	-6.56%	2.03%	4.42%	

Department of Public Works

Division: Annapolis Water Reclamation Facility

Fund Support: Sewer Fund

Description:

The Annapolis Wastewater Reclamation Facility is owned jointly by the City and County but is operated by the County. The City pays a pro-rated portion of the operating expenses based on percentage of total flow.

Services:

- Provides treatment of all wastewater from City customers.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ -			\$ -	\$ -	0.00%
Operating*	3,550,541	3,591,727	3,607,560	3,800,000	3,800,000	100.00%
Total	\$ 3,550,541	\$ 3,591,727	\$ 3,607,560	\$ 3,800,000	\$ 3,800,000	100.00%
% Change from Prior Year		1.16%	0.44%	5.33%	0.00%	

* All operating expenditures are contract services.

Department of Public Works

Division: Wastewater Collection

Fund Support: Sewer Fund

Description:

Responsible for repairing and maintaining the sewage conveyance system from its point of origin to the Annapolis Wastewater Reclamation Facility.

Services:

- Cleans approximately 1/3 of 125 miles of sewage conveyance system on a 3 year cycle.
- Repairs and maintains 25 sewage pumping stations.
- Installs new and repairs old sewer-to-house connections.
- Provides emergency sewer back-up service, 24 hours per day, 7 days per week.
- Locates sewer mains and service lines for contractors.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 683,519	\$ 714,911	\$ 631,121	\$ 1,036,863	\$ 964,230	65.24%
Operating	597,590	501,867	510,536	627,143	513,700	34.76%
Total	\$ 1,281,109	\$ 1,216,777	\$ 1,141,656	\$ 1,664,006	\$ 1,477,930	100.00%
% Change from Prior Year		-5.02%	-6.17%	45.75%	-11.18%	

Department of Public Works

Division: Watershed Restoration

Fund Support: Watershed Restoration Fund

Description:

Responsible for the maintenance of public storm drainage systems including pipes, inlets, manholes, drainage ways, and stormwater management facilities.

Services:

- Cleans and repairs drainage systems which includes removal of leaves, snow and debris from storm drain inlets. Also provides vacuuming of debris from storm drain pipes.
- Maintains public stormwater management facilities.
- Contracts for assistance when required.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 179,676	\$ 179,479	\$ 356,990	\$ 602,630	\$ 469,522	87.27%
Operating	75,332	55,886	58,733	70,103	68,500	12.73%
Total	\$ 255,008	\$ 235,365	\$ 415,724	\$ 672,733	\$ 538,022	100.00%
% Change from Prior Year		-7.70%	76.63%	61.82%	-20.02%	

Department of Public Works

Division: Solid Waste

Fund Support: Refuse Fund

Description:

Responsible for the collection and transportation of solid waste and yard trimmings from 8,600 residential households to a disposal site.

Services:

- Oversee the City's solid waste system, including refuse, recycling, and bulky waste collection and disposal.
- Fiscal year 2013 brought the privatization of Solid Waste services.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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- ❖ In the fiscal year 2012 CPM report, ICMA identifies that the Performance measurement clearly reflects the significant shifts in the City's Waste Collection function undertaken during the three years of performance measurement. Solid Waste was contracted to a private entity effective September 2012 and service changes were implemented. City operational expenditures dropped significantly as a result.

Expenditures per Ton of Refuse collected

	City	Benchmark: all jurisdictions average
FY11	\$136	\$147
FY12	\$142	\$132
FY13 (raw)	\$37	

Department of Public Works

Division: Solid Waste

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 105,722	\$ 115,967	\$ 135,047	\$ 165,681	\$ 198,527	12.49%
Operating	1,264,863	1,256,509	1,232,202	1,391,382	1,391,382	87.51%
Total	\$ 1,370,585	\$ 1,372,476	\$ 1,367,249	\$ 1,557,063	\$ 1,589,909	100.00%
% Change from Prior Year		0.14%	-0.38%	13.88%	2.11%	

Department of Public Works

Division: Curbside Recycling

Fund Support: Refuse Fund

Description:

Responsible for ensuring the curbside collection of bottles, cans, plastic bottles and newspapers.

Services:

- Provides for curbside collection of mixed recyclables.
- Hires contractor through competitive bidding process to collect recyclables.

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

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- ❖ In the fiscal year 2012 CPM report, ICMA identifies a second accomplishment of the Solid Waste function, which can be measured via the increase in the amount of recycling material collected. The City has increased its recycling collection well above the benchmark over the last three years. The City realizes immediate cost savings as recycling material is diverted from the landfill, reducing disposal costs, and the City also receives revenue for the recycling material. In addition to costs savings, this supports environmental sustainability goals.

Recycling Material as a Percentage of Total Solid Waste Collected

	City	Benchmark: all jurisdictions average
FY11	24%	22%
FY12	31%	17%
FY13 (raw)	38%	

Department of Public Works

Division: Curbside Recycling

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating	305,312	282,757	295,614	312,570	312,570	100.00%
Total	\$ 305,312	\$ 282,757	\$ 295,614	\$ 312,570	\$ 312,570	100.00%
% Change from Prior Year		-7.39%	4.55%	5.74%	0.00%	

Department of Public Works

Division: Market House

Fund Support: Market Fund

Description:

During FY 2011, Public Works was assigned the responsibility of managing the Market House which was open for a six month trial from July 11, 2011 to December 31, 2011. Market House re-opened on a permanent basis in 2014.

Effective FY 2016, Market was reverted to the General Fund, Public Works Operating Budget after a history of not achieving self-sufficiency.

Services:

- Hire and provide oversight to the Market House business manager.
- Manage the day-to-day operations of the Market House and its fund.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating	151,903	159,094	-	-	-	0.00%
Total	\$ 151,903	\$ 159,094	\$ -	\$ -	\$ -	0.00%
% Change from Prior Year		4.73%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!

*Market House was absorbed into Public Works General Fund Operating Budget in FY 2016

Department of Public Works

Division: Sidewalk

Fund Support: Sidewalk Revolving Fund

The Sidewalk Revolving Fund was a new fund for FY 2013. The costs of the repair and maintenance of sidewalks are charged to the Capital Improvement Program (CIP) Budget, but the personnel costs associated with the responsibility are attributed to this Sidewalk Revolving Fund. This Sidewalk Fund is a revolving fund such that tax revenue will be transferred from the General Fund into this Sidewalk Fund to pay for only those personnel costs associated with sidewalk repair and maintenance. This tax revenue will be a constant source of revenue from year to year to ensure necessary sidewalk repair is properly funded. Additionally, residents may elect to contribute to the Sidewalk Fund in order to accelerate improvement of the sidewalk abutting their property.

The decision to keep sidewalk improvement the responsibility of the City was made, in part, due to results from the National Citizen Survey which asked a question specific to sidewalk improvement. The sidewalk question and responses as reported by the National Citizen Survey are shown below. Twenty-two percent of respondents strongly supported a raise in the real estate tax in support of keeping sidewalk maintenance the City's responsibility and 28% of respondents somewhat supported it. Please see the "Guiding Factors" section of this document for more information on the National Citizen Survey.

Description:

Public Works will take on the increased responsibility of sidewalk replacement and repair as these necessary improvements have been specially funded for FY 2016.

Services:

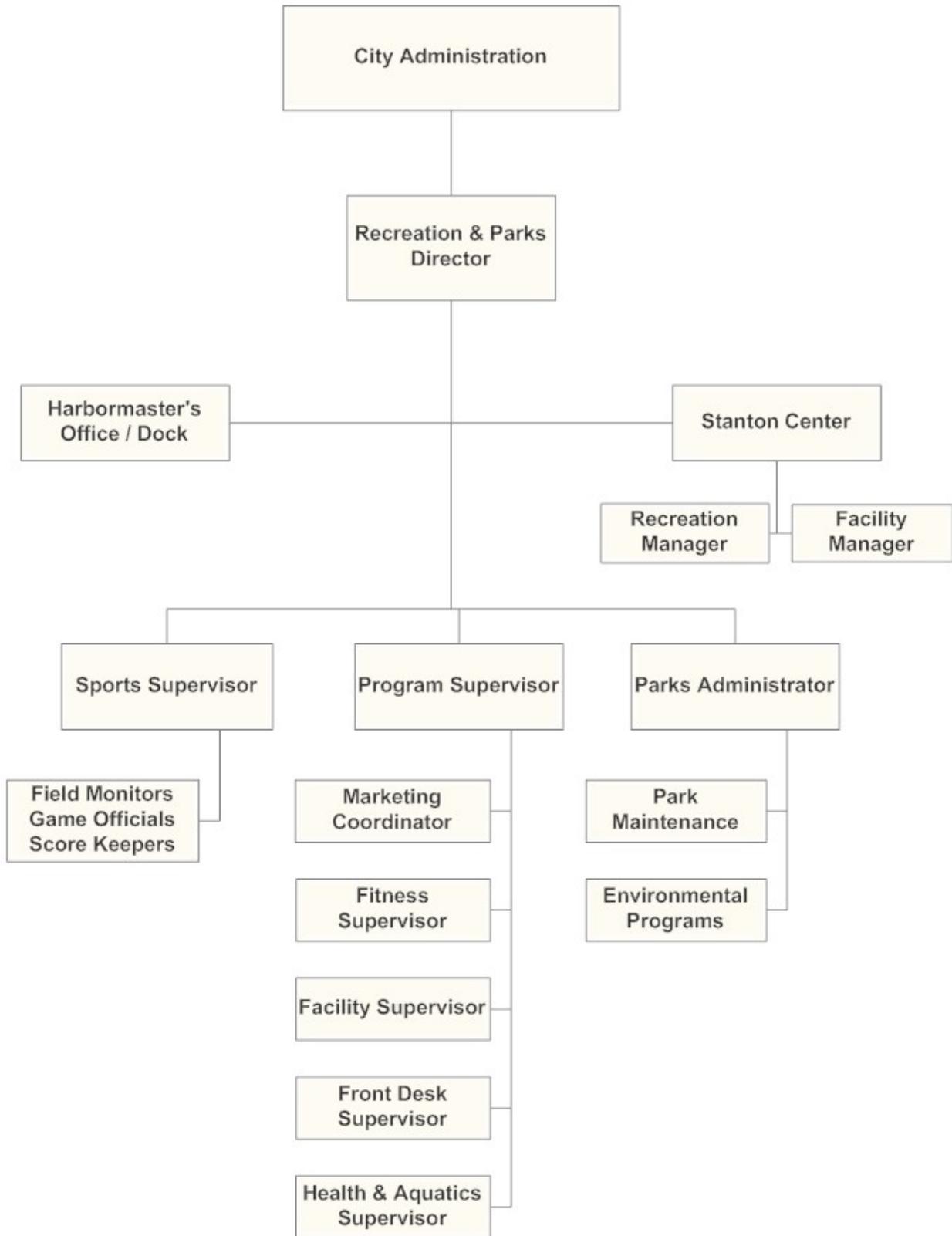
- Replace, repair and maintain sidewalks throughout the City.

BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 388,804	\$ 382,748	\$ 380,162	\$ 677,568	\$ 436,833	100.00%
Total	\$ 388,804	\$ 382,748	\$ 380,162	\$ 677,568	\$ 436,833	100.00%
% Change from Prior Year		-1.6%	-0.7%	78.2%	-35.5%	

* The Sidewalk Revolving Fund was a new fund for FY2013. All expenditures in the Operating Budget are personnel costs.

Recreation and Parks Department



Recreation and Parks Department

Fund Support: General Fund

Description:

The Annapolis Recreation and Parks Department provides “quality of life” elements for City residents and visitors. Through our outdoor parks, trails, athletic fields and open spaces we contribute directly to the physical, emotional and spiritual wellbeing of all of our residents. The department operates and maintains one large municipal outdoor swimming pool, three multi-purpose indoor facilities: the Pip Moyer Recreation Center, the Stanton Center on West Washington Street, and the Annapolis Walk Community Building. It also maintains approximately 207 acres of open space, park land, trails and athletic fields at Truxtun Park, Waterworks Park, Bates Athletic Complex, Back Creek Nature Park, Wiley H. Bates High School, Spa Creek Conservancy, Annapolis Sports Complex (behind Germantown School), Spa Creek Trail, Poplar Trail, Kingsport Community Park, and twenty neighborhood mini-parks. Furthermore, the department assists with the maintenance at the United States Naval Academy (USNA) Marine-Corps Stadium walking trail. User fees are charged for the rental of the Department’s facilities and for participation in the various programs and activities conducted by its full-time and part-time staff.

The Harbormaster’s Office is also a division of the Recreation and Parks Department. The Harbormaster ensures the safe and enjoyable use of navigable city waters, including Weems Creek, Spa Creek, and portions of the Severn River, Annapolis Harbor and Back Creek. The Harbormaster also manages public moorings for transient boaters, annual moorings for residents and non-residents, 1,500 feet of bulkhead, 17 slips at City Dock, 18 miles of shoreline and the use of various park docks and street endings by boaters.

Mission:

To enrich the quality of life for the Annapolis community by providing recreational, educational, and wellness programs within facilities, parks, and natural open spaces.

Department Contribution to the Community:

- Promote a Healthy Life-style (physically active)
- Encourage Life-long Learning (mentally active)
- Contribute to Livable Neighborhoods (youth and adults engaged in positive activities)
- Build a Sense of Community (social interaction)
- Contribute to an Attractive and Sustainable Environment (beautify and maintain public spaces)
- Contribute to the City's Economic Vitality (quality of place, sports tourism, department cost recovery)

Service/Program Areas:

Pip Moyer Recreation Center
Parks & Trails
Before and After School Child Care at Elementary Schools
Stanton Center
Sports
Camps and Classes
Fitness & Wellness Activities
Swimming
Harbormaster Docking & Moorings
Waterways Enforcement
Boat Ramps

Recreation and Parks Department

Pump Out Boat

Boards and Commissions

- Recreation Advisory Board
- Art in Public Places Commission

Goals & Objectives

Parks and Facilities Division

Goal - Maintain Parks, Open Spaces, Facilities, and Trails.

Objectives:

- Complete grant funded Capital Improvement Projects at Bywater Park, Truxtun Park Softball Fields, Davis Park and Turner Park.
- Implement a system to track man hours expended on each category of park maintenance functions.
- Develop a 25th Anniversary Greenscape Celebration for the support of volunteers in this annual program.
- Conduct semi-annual Pip Moyer Recreation Center member surveys for feedback on facilities and programs.
- Implement a Customer Service training program for all Pip Moyer Recreation Center staff.
- Implement a facility inspection program at Pip Moyer Recreation Center.

Recreation Division

Goal - Provide recreational programs that are valued and needed by the community.

Objectives:

- Expand the Latchkey program into Walter S. Mills-Parole Elementary School.
- Implement afterschool recreation programs at the Annapolis Walk Community Center.
- Develop and implement customer satisfaction surveys for each recreation program offered.
- Wherever possible identify potential partnerships to meet or assist with recreational programming.
- Seek recreation program opportunities that increase revenue.

Harbormaster Division

Goal - Ensure the safe and enjoyable use of navigable city waters; manage public moorings and docking; and manage city boat ramps.

Objectives:

- Complete the grant funded mooring upgrade project.
- Incorporate customer service training into regular safety training procedures.
- Perform quarterly inspections of the City's waterfront assets, reporting any issues, and corrective actions that will assure these assets remain in a safe, clean and accessible condition.

Recreation and Parks Department

Performance Measurements:

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Below is a compilation of the CPM questions which pertained to the Recreation and Parks Department. The goal for fiscal year 2015 is that those CPM measurements which the City is not currently monitoring will be introduced into each department's infrastructure for a more complete performance profile.

- ❖ The CPM 101 questions/measurements which applied to the Recreation and Parks Department are as follows (there were no CPM questions pertaining to Harbormaster operations):

Total park acreage in the jurisdiction

Total number of *hours* paid to parks and recreation staff: *Could not answer*

Total parks and recreation expenditures (excluding golf expenditures and specialized facility expenditures)

Total parks and recreation revenues (excluding golf expenditures and specialized facility expenditures)

Percentage of lesson programs and camp programs that were filled to capacity.

Number of Excellent, Good, Fair, Poor, or Don't Know responses received from quality of parks customer satisfaction surveys: *No survey conducted, could not answer.*

Number of Excellent, Good, Fair, Poor, or Don't Know responses received from quality of recreation programs and classes customer satisfaction surveys: *No survey conducted, could not answer.*

- ❖ Performance measurement data mirrors changes in the management of the Parks/Recreation function during the third year of data tracking. In the fiscal year 2012 CPM report, ICMA identified that revenue associated with the function, already higher than benchmark, has increased gradually, reflecting management focus on making the organization more streamlined and efficient while also taking steps to improve cost accounting. In the same period, data related to expenditures has fluctuated, perhaps reflecting the improved data available via more careful cost accounting.

Revenue per Capita

	City	Benchmark: all jurisdictions average
FY11	\$43	\$22
FY12	\$45	\$24
FY13 (raw)	\$46	

Expenditures per Capita

	City	Benchmark: all jurisdictions average

Recreation and Parks Department

FY11	\$95	\$61
FY12	\$86	\$79
FY13 (raw)	\$105	

- ❖ **Looking ahead:** Additional performance measurements the Recreation and Parks Department may collect and evaluate are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed departmental goals.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

The Recreation & Parks Department sorts its programs by Recreation Division or Parks Division. The Recreation Division classified its services into the following priority programs: Latchkey – Elementary Schools; Stanton Center Building & Activities; Youth and Adult Sports; Camps & Classes; Fitness & Wellness; Pool & Aquatic Activities; Harbor-City Dock; Harbor-City Waters; Harbor-Boat Ramps; Harbor-Chandler Dock; Harbor-Pump-out Boat; and Employee Wellness. The Parks Division classified its services into the following priority programs: Pip Moyer Facility Maintenance; Pip Moyer Member Services; and Parks Maintenance. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

STAFFING SUMMARY BY POSITION: FISCAL YEAR 2018

Permanent Positions

Total FTE: 25

Recreation:

Recreation Leader I.....	2
Parks Administrator.....	1
Recreation Maintenance Worker	8
Park Foreman	1
Stanton Center Recreation Manager	1

Recreation Center Operations:

Director of Recreation and Parks.....	1
Recreation Program Supervisor.....	1
Recreation Sports Supervisor	1
Recreation Leader II.....	1

Recreation and Parks Department

Recreation Office Administrator.....	2
Marketing Coordinator.....	1
Facility Supervisor.....	1
Front Desk Supervisor.....	1
Dance and Fitness Coordinator.....	1
Harbormaster	1
Deputy Harbormaster	1

Contractual and Temporary Positions

The Recreation and Parks Department has several temporary and/or contractual positions. These positions consist primarily of a Facility Supervisor, Graphics Designer, Horticulturist, General Clerical positions, Recreation Assistants, Fitness/Wellness Coordinator, Health/Aquatics Coordinator, Custodial Workers, Recreation and Parks General Temps, Latchkey General Temps and seasonal Dock Assistants and Assistant Harbormasters.

Recreation and Parks Department

RECREATION & PARKS BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 2,906,092	\$ 3,045,095	\$ 3,316,884	\$ 3,473,760	\$ 3,629,512	76.21%
Operating	992,170	1,017,425	1,463,613	1,165,119	1,133,000	23.79%
Total	\$ 3,898,262	\$ 4,062,520	\$ 4,780,497	\$ 4,638,879	\$ 4,762,512	100.00%
% Change from Prior Year		4.21%	17.67%	-2.96%	2.67%	

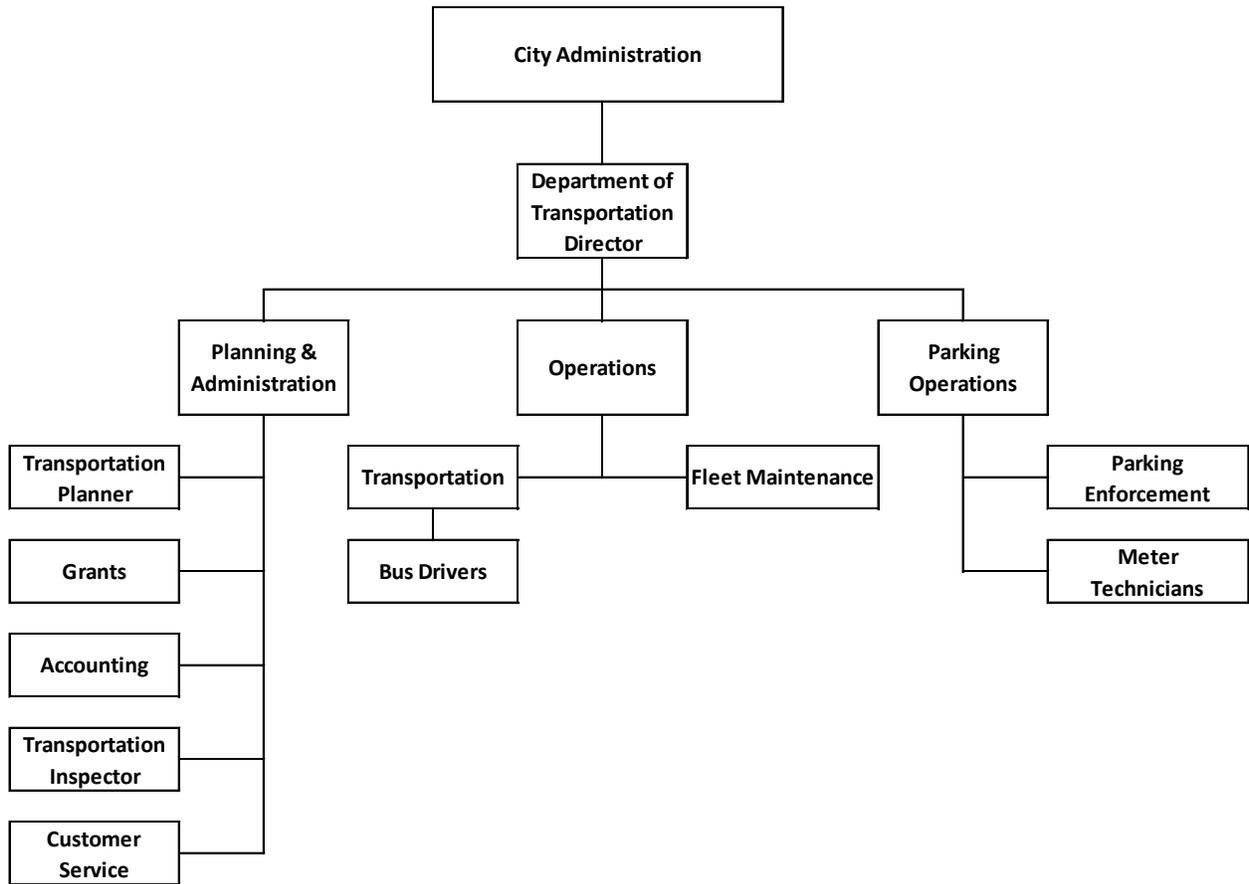
* Effective FY2016, the Dock was combined with the Recreation & Parks Budget

DOCK BUDGET SUMMARY

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 330,800	\$ 307,695	\$ -	\$ -	\$ -	0.00%
Operating	173,410	200,490	-	-	-	0.00%
Non-Allocated*	645,229	524,203	-	-	-	0.00%
Total	\$ 1,149,439	\$ 1,032,388	\$ -	\$ -	\$ -	0.00%
% Change from Prior Year		-10.18%	-100.00%	#DIV/0!	#DIV/0!	

* Non-Allocated expenses include debt service, depreciation, and interfund transfers. Non-allocated expenses are charged to each enterprise fund but are charged to the General Fund collectively (as opposed to per department).

Department of Transportation



Department of Transportation

Fund Support: Transportation Fund, Parking Fund, and General Fund

Description:

The Annapolis Department of Transportation provides public transportation services, regulates private transportation services, and manages the City's transportation planning program.

Mission:

To secure financing, operate efficiently, and coordinate advocacy for the coherent, reliable and safe public transportation system in Annapolis and surrounding Anne Arundel County which can effectively meet primary, alternative and multimodal transportation needs of the City's residents, visitors and workforce and which supports the economic viability of the City's business community. To provide comprehensive transportation planning and analysis with the City's land use policies for improved mobility at a satisfactory level of service with minimal community disruption and environmental impact.

Goals & Objectives:

- A. Improve the mobility options for the entire city: residents, visitors and employees alike through
 - Reliable, efficient, customer-focused transit system
- B. Alter the long-ingrained mindset of parking downtown and violating the City's parking codes.
 - Introduce competitive parking rates, enhance the Circulator transit service and increase on-street parking enforcement.
- C. Diversify funding sources for transit, parking and transportation projects and effective grants management and administration
 - Fill the position of grant specialist to research private and public grant opportunities and preparation of grant applications and document compliance with Federal, State and local purchasing protocols
- D. Maintain/enhance/expand the quality safety of services provided to the Anapolitans, workers and visitors.
 - One (1) percent of total grants for training and education of administrative, transit and maintenance staff.
 - Improve maintenance of service vehicles.
 - Install bus video surveillance system on all buses
 - Upgrade bus wash facility for efficient and improved bus washing by utilizing the available grants
 - Build operations control center to monitor real-time live feeds from bus cameras with available federal and state grants and required local match
- E. Increase community awareness and use of transit through support of vital community programs:
 - Fill the marketing specialist position to research, plan and implement programs to promote the transit system
- F. Provide Comprehensive Transportation Planning and Analyses
 - Policy analysis, research, data analysis, plan development, project and contract management
 - Transit service planning including designing/developing new services, service enhancements

Department of Transportation

- Conduct FTA mandated passenger miles survey for transit route planning and National Transit database reporting
- G. Support mobility through increased on-street parking regulation enforcement.
- H. Promote the use of City off-street parking facilities including the Circulator service.
- I. Promote the use of alternative forms of personal transportation, building upon the City's Bicycle Master Plan.
- J. Achieve on-time performance in transit service delivery of 92%
 - Improved vehicle maintenance
 - Use available grant to acquire test equipment for efficient and cost effective diagnosis of buses
 - Continue FTA required driver and mechanic training and education
 - Install GPS-based video surveillance system on all buses
- K. Reduce customer complaints by 20%.
 - Improved customer service training
- L. Increase transit farebox recovery (total farebox receipts with respect to total service cost) to 35% or more:
 - Implement a new, electronic farebox system using \$300,000 grant awarded in FY 2013
- M. Reduce transit vehicular accidents by 50% per 100,000 miles of service
 - Implement FTA mandated training,
 - Strict adherence to progressive discipline policies
- N. Achieve a pay-to-platform ratio of 1.032. Pay-to-platform is a ratio of comparing standard (scheduled) time for transit operators to their actual time spent during revenue service. Ratios between 1.07 and 1.15 are generally considered good.
 - Fill vacant part-time driver positions
 - Reduce turnover rate of part-time bus drivers through competitive wages by funding enhancement request for \$63,336

Performance Measurements:

The Center for Performance Measurements (CPM) 101 Survey was completed by the City in October 2011. The CPM 101 survey measured inputs and outputs across City departments, services and functions to perform analyses on the gathered data and compare our performance to that of other jurisdictions nationwide.

The survey was completed using fiscal year 2011 data and the final CPM 101 Annual Data Report was issued in August 2012. The final report is available upon request or it can be accessed online at: <http://www.ci.annapolis.md.us/Government/Reports/CPMReports2012.pdf>

Fiscal year 2012 data was submitted to the CPM in October 2012, and fiscal year 2013 was submitted in October 2013. The goal is to participate annually in the survey so that trends in the City's performance can be monitored and benchmarked, with adjustments and budget decisions made according to performance. As the City becomes more accustomed to and involved in the performance measurement process, the use of such metrics will have more influence on budgeting practices.

Department of Transportation

There were no CPM survey questions which pertained directly to the services provided by the Department of Transportation. However, in looking ahead, performance measurements the Department of Transportation may collect and evaluate in-house are as follows. Since performance measurements are meant to track progress toward a goal, the list letters tie the below performance measurements to the above-listed division goals.

- A. Improve the mobility options for the entire city: residents, visitors and employees alike.
 - Track number of miles served.
 - Track number of passenger trips.
 - Track passenger trips per mile/hour.

- C. Diversify funding sources for transit, parking and transportation projects.
 - Track monthly advertising revenue.
 - Track advertising revenue per bus/bus shelter.
 - Track grant revenue.
 - Track ridership revenue.
 - Track average daily revenue per parking space.
 - Track average daily parking turnover.

- D. Improve maintenance of service vehicles to maintain/enhance/expand the quality of services provided to the community.
 - Track number of vehicle hours.
 - Track operating cost per hour/mile/rider/vehicle
 - Track maintenance schedule

- G. Support mobility through increased on-street parking regulation enforcement.
 - Track number of daily vehicles parked.
 - Track number of parking citation daily/monthly.

- H. Promote the use of alternative forms of personal transportation, building upon the City's Bicycle Master Plan
 - Track number of bicycle racks
 - Track number of shared use paths
 - Track number of bike lanes

- J. Achieve on-time performance in transit service delivery of 92%
 - Track on-time service performance.

- K. Reduce customer complaints by 20%.
 - Track customer service complaints.

- L. Increase transit farebox recovery (total farebox receipts with respect to total service costs) to 35% or more.
 - Track farebox recovery ratio.

Priority Program Based Budgeting:

For the FY 2016 Annual Operating Budget, the City initiated a new process that changed the budget from a traditional line-item budget to a programmatic budget. Program based budgeting has been identified as a recommended best practice by the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA). It provides added transparency, further clarifies and prioritizes services offered by the City and provides a fuller accounting of the costs of service.

Department of Transportation

The Department of Transportation classified its Transit services into the following priority programs: Grants Management & Administration; Taxi Management; Bus Service-Fixed Routes; ADA Complimentary Para Transit; and Vehicle Maintenance. The Parking services were classified into the following priority programs: Parking Garages/Lots Management; Parking Operations; and Meter Collections and Maintenance. Each program was further defined by its legal requirements, its ability to generate revenue, the receiver(s) of the service, the frequency of the service provided, the necessity of the service and the ability of the City to outsource said service.

With the foundation created, the City will continue to refine programs and overhead allocations, incorporate unit costs, and adopt performance indicators in the FY 2017 Annual Operating Budget and outward years.

STAFFING SUMMARY BY POSITION : FISCAL YEAR 2018

Permanent Positions

Total FTE: 52

Administration:

Transportation Planner	1
Accounting Associate II	1
Director of Transportation	1
Transportation Inspector	1
Accountant	1

Transit Supervision and Vehicle Operators:

Transportation Supervisor.....	3
Transit Operations Manager	1
Bus Driver II	15
Bus Driver I	14

Maintenance:

Fleet Specialist.....	1
Fleet Technician I.....	1
Fleet Technician II.....	1

Parking Operations:

Parking Enforcement Officer I.....	8
Parking Enforcement Officer Supervisor	1
Meter Collector/Auto Maintenance I	1
Meter Collector/Auto Maintenance II	1

Contractual and Temporary Positions

The Department of Transportation has various temporary and/or contractual positions. These positions consist primarily of Bus Driver Trainees, Part-Time Bus Drivers, a Parking Meter Collector I, and Fleet Maintenance Technicians.

Department of Transportation

BUDGET SUMMARY: ALL DIVISIONS

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Administration	\$ 874,390	\$ 738,409	\$ 235,775	\$ 624,572	\$ 599,604	16.25%
Vehicle Operations	1,948,803	2,386,225	2,015,351	1,590,910	2,219,550	60.15%
Maintenance	501,106	237,135	387,535	607,261	377,065	10.22%
Parking	574,875	2,447,635	2,118,907	2,669,904	-	0.00%
Non-Allocated *	1,675,675	6,700,869	7,378,579	5,945,752	493,515	13.38%
Furlough Abolishment	-	-	-	-	-	0.00%
Total	\$ 5,574,848	\$ 12,510,273	\$ 12,136,147	\$ 11,438,398	\$ 3,689,734	100.00%
% Change from Prior Year		124.41%	-2.99%	-5.75%	-67.74%	

* Non-Allocated expenses include debt service, depreciation, and interfund transfers. Non-allocated expenses are charged to each enterprise fund but are charged to the General Fund collectively (as opposed to per department).

Department of Transportation

Division: Administration

Fund Support: Transportation Fund

Description:

Responsible for transportation planning; valet parking regulation; transit operational planning and service management; transportation grants management; taxi-industry regulation; pedi-service regulation; and planning, right-of-way acquisition, design and engineering, and construction of multi-modal projects.

Services:

Transportation Planning:

- Implementation of transit service enhancements and expansion plan.
- Implement transportation policy recommendations in the City's Comprehensive Plan.
- Enforcement of Adequate Public Facility standards for non-motorized and vehicular transportation.
- Review of Traffic Impacts of Proposed Development.
- Update guidelines for traffic impact analysis as necessary.
- Regional planning: review, update and implement City's Unified Planning Work Program and budget; preparation of quarterly reports and invoices.

Compliance with State of Maryland and Federal Government Regulations:

- Grants.
- Procurement - Dept/Purchasing.
- Transit Operations/ Training.
- Fleet Maintenance Performance/ Procedures.
- Public Outreach and Participation - Dept/Mayor's office.
- National Transit Database Reporting.
- Drug and Alcohol Testing Program.
- Title VI, EEO, DBE.

Marketing and Communications:

- Public Information and Outreach - Dept/Mayor's office.
- Development of Publications, Graphics, Promotional Materials, Advertisements.
- Website Management.
- Customer Service.
- Management of Bus and Shelter Advertising Program.

Financial Management:

- Grants Management and Oversight.
- Procurement for Capital Projects.
- Budgeting and Account Management.
- Accounts Payable.

Department of Transportation

Division: Administration

Bicycle and Pedestrian Planning and Parking Management:

- Engineering (Safe Routes, Infrastructure and Facility Design).
- Education (Safety Instruction, Equipment Giveaways, SHARROW Programs).
- Encouragement (Bike to Work, Safe Routes to School Program, Other Events).
- Enforcement (Give/Get Respect Campaign, Coordination with APD).
- Evaluation & Planning (Master Plan, Bicycle Map, Data Collection and Analysis).
- Representation for City's Transportation Board and City's Parking Advisory Commission.
- Representation for Baltimore Metropolitan Council Bicycle and Pedestrian Advisory Group, Baltimore Metropolitan Council Technical Committee.
- Administers and provides oversight on the drafting and enforcement of regulations related to alternative transportation and parking.
- Develops and provides oversight for contract services related to transportation and parking.
- Analyzes and compares the effectiveness and efficiency of parking and alternative transportation pricing programs and prepares draft reports for administration.
- Administers and provides oversight on the drafting and enforcement of regulations related to alternative transportation and parking.

Taxi and Valet Parking Regulation:

- Licensing.
- Inspections.
- Oversight and Compliance Enforcement.
- Communications with Taxi Operators.
- Pedicab Licensing and Oversight.
- Horse and Carriage Operation Licensing and Oversight.

Personnel Management:

- Plans, supervises and coordinates the activities of the department subject to the direction of the Mayor and Council.
- Internal Communication.
- Scheduling - Transit Supervisors.
- Payroll.
- Performance reviews.
- Disciplinary action.
- Union Relations.

Department of Transportation

Division: Administration

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 802,773	\$ 671,272	\$ 204,052	\$ 563,410	\$ 567,879	94.71%
Operating	71,617	67,136	31,723	61,162	31,725	5.29%
Total	\$ 874,390	\$ 738,409	\$ 235,775	\$ 624,572	\$ 599,604	100.00%
% Change from Prior Year		-15.55%	-68.07%	164.90%	-4.00%	

Department of Transportation

Division: Vehicle Operations

Fund Support: Transportation Fund

Description:

Responsible for operating an effective and efficient public transit system in accordance with all state and federal regulations.

Services:

- Operation of Circulator system (State and City), Fixed Routes (Red, Yellow, Green, Orange, Gold, Brown, Purple), Para-transit services.
- Dispatching and ADA scheduling.
- Driver training/staff development.
- Safety compliance and quality control.
- Accident investigation.

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 1,623,715	\$ 1,978,144	\$ 1,857,199	\$ 1,284,520	\$ 2,061,390	92.87%
Operating	325,088	408,082	158,152	306,390	158,160	7.13%
Total	\$ 1,948,803	\$ 2,386,225	\$ 2,015,351	\$ 1,590,910	\$ 2,219,550	100.00%
% Change from Prior Year		22.45%	-15.54%	-21.06%	39.51%	

Department of Transportation

Division: Fleet Maintenance

Fund Support: Transportation Fund

Description:

Maintain and repair transportation and support vehicles, facilities and equipment.

Services:

- Preventive maintenance and repairs (23 transit buses (15 active), 4 support).
- Inventory management.
- Recordkeeping.
- Software management.

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 283,283	\$ 138,642	\$ 308,117	\$ 402,376	297,635	78.93%
Operating	217,823	98,493	79,419	204,885	79,430	21.07%
Total	\$ 501,106	\$ 237,135	\$ 387,535	\$ 607,261	\$ 377,065	100.00%
% Change from Prior Year		-52.68%	63.42%	56.70%	-37.91%	

Department of Transportation

Division: Parking

The Parking Fund encompasses all on-street parking responsibilities such as parking meter collections and parking enforcement (citations), and all off-street parking responsibilities such as the garages. Previously, Parking Operations was under the direction of the Department of Transportation, but the division's revenues and expenses were appropriated in the General Fund. In FY 2015, all Parking Operations revenues and expenses were combined with Off-Street Parking Fund revenues and expenses. For presentation purposes, all Parking Operations expenses are shown below in combination with Off-Street Parking expenses.

Fund Support: Parking Enterprise Fund

Description:

Manage the municipal off-street parking facilities: Gotts Court, Hillman and Knighton Garages; Donner, Fawcett, Larkin and South Street surface lots. Enforce City parking regulations and maintain parking meters.

Services:

- Administer the contractual agreement for management and operation of the three garages and four surface lots.
- Assess building systems and ensure safe and efficient operations of those building systems.
- Coordinate major repairs of all facilities and work under the CIP affecting the garages and lots.
- Coordinate other off-street parking programs and events with management staff.
- Perform long term planning to meet forecasted growth and to coordinate with transportation efforts.
- Patrol metered spaces in the downtown area and enforce violations.
- Patrol and enforce residential parking restrictions
- Collect parking meter revenue
- Assist in planning and control of parking for special events.
- Customer service

Department of Transportation

Division: Parking

Goals:

- Promote utilization and cost-effectiveness of parking facilities.
- Enforce municipal parking contract and regulations.
- Enhance efficacy and usefulness of financial reporting and patron data management.
- Help coordinate on-street parking payment and collections methods.
- Enforce all municipal parking codes.
- Safeguard municipal receipts.

BUDGET SUMMARY:

<u>Budget Summary</u>	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	% of Total (FY 18)
Personnel	\$ 484,661	\$ 513,355	\$ 485,389	\$ 703,960	\$ 678,129	26.78%
Operating	1,867,740	1,934,280	1,633,518	1,965,944	1,854,413	73.22%
Capital Outlay (Garages)	-		-	-	-	0.00%
Total	\$ 2,352,401	\$ 2,447,635	\$ 2,118,907	\$ 2,669,904	\$ 2,532,542	100.00%
% Change from Prior Year		4.05%	-13.43%	26.00%	-5.14%	



**FY 2018 Budget Report of
The Finance Committee
of the Annapolis City Council
May 8, 2017**

Finance Committee Members
Alderman Ian Pfeiffer, Ward 7, Chairman
Alderman Ross Arnett III, Ward 8
Alderman Fred Paone, Ward 2

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Executive Summary

The Finance Committee for the City of Annapolis commits to an annual task of analyzing the Mayor's proposed operating budget. As stewards of City Finances, it is the committee's responsibility to ensure that a legally balanced budget is presented which meets voter expectations for programs, services and taxes. This in-depth budget analysis is performed through a series of twice weekly meetings, spanning over the course of a month.

During the frequent meetings, the Finance Committee focused on all aspects of the proposed FY 2018 budget and accompanying legislation. However, the Finance Committee is not limited to that arena. The policy decisions that can affect the budget are as important as the individual monetary allocations.

The annual operating budget is a policy document. Because policies and priorities vary from person to person, there is often times disagreement as to how the budget should be allocated. This year the Mayor's budget was very straight-forward. There were no significant policy changes, nor budgetary changes, within the FY 2018 Operating Budget. Revenues and expenditures are expected to increase at nominal levels based on growth and trends. With the budget itself being non-controversial, it left the Finance Committee to focus on areas of the budget that they considered inadequate.

FY 2017 proved to be a time of change within the City. There was the re-organization of the Department of Neighborhood and Environmental Protection (DNEP) into Planning & Zoning, the establishment of the Office of Environmental Policy, there was significant staffing increases among Police and Fire, and leadership changes within many of the departments. Because of these changes, the Finance Committee felt it best to hear from each department individually before making any amendments to the operating budget.

For the Finance Committee, it was necessary to strike a balance of adequate funding and staffing for the core services that the Annapolis community expects, adequate funding for upcoming mandatory initiatives such as the Stormwater Management projects, adequate funding to address upcoming issues such as Sea Level Rise, and the balance to pursue these initiatives while staying within the City's debt limits. These same items will prove a theme of discussion throughout the upcoming fiscal year.

Budget Hearing Process

On April 3, 2017, Mayor Pantelides gave his State of the City address and presented his budget for fiscal year 2018. In prior years, the State of the City and the annual budget were presented at the first City Council meeting in March. Ordinance 3-17, which was passed March 13, 2017, changed that submission date to the first City Council meeting in April. This change was made to allow more time to conclude union negotiations and to confirm with the state the amount of real property tax revenue the City can expect to receive in the upcoming fiscal year. This timing change also meant that the Finance Committee would have only one month to deliberate on the Annual Operating Budget and other annual budgetary legislation.

Beginning April 4, 2017 and continuing into May, the Finance Committee conducted twice weekly budget meetings at City Hall. During these meetings, the Finance Committee heard from Department Heads, the Finance Director, and the City Manager, as well as, the City's Financial Advisor's and Bond Counsel.

The Mayor's budget provided small increases in revenues and expenditures based on trends, inflation, and historic spending patterns. By beginning with a solid proposed budget, the Committee was able to focus on subtle changes to the budget that will increase efficiencies and allow staff to focus on objectives, mandated or discretionary.

Finance Director Miller kicked-off the budget hearings by providing an executive level review of the FY 2018 Proforma, including a summary of changes to highlight variations from FY 2017 to FY 2018. Noted changes to the Proforma include: a half cent decrease in the tax rate from \$0.694 to \$0.644, a \$680,000 transfer from prior year savings to the Sidewalk Fund, an increase to Police staffing by ten officers, an increase to Fleet Maintenance based on prior years' usage, and a twenty-two percent (22%) decrease to the Solid Waste Fee. Assistant Finance Director Leaman followed up with an overview of the Capital Improvement Program. Noted changes to the CIP include: new projects like Vehicle Replacement, Traffic Signal Rehabilitation, and Upgrade to City Coordinate System; additional funding for ongoing infrastructure upgrades; and \$1,000,000 for Stormwater Management Projects. The Proforma and the Capital Improvement Plan serve as the blueprint for City operations for the coming fiscal year.

Finance Director Miller continued laying financial groundwork in the following meeting by providing an in-depth review of the Balance Sheet, changes in Fund Balance, and the Comprehensive Annual Financial Report (CAFR). Director Miller also provided a brief walkthrough of his worksheet that was used during the Union Negotiations. The worksheet provided increased transparency during the negotiations by calculating the financial ramifications of changes in pension and payroll expenses. This meeting also included a review of the whitepaper prepared by the Financial Advisory Commission titled "Collaborative

Stewardship: Guiding Principles and Metrics for City of Annapolis Financial Improvement” (see attachment A). This document recommends various structural and operational remedies for the City’s financial improvement. These introductory meetings laid out the foundation for the continued budget discussions.

Each City Department was requested to appear before the Finance Committee and present its prior year accomplishments, any significant changes to the budget from FY 2017 to FY 2018, and any requests for additional funding. These meeting took place over a two week period.

Department of Public Works

Director David Jarrell, Assistant Director Marcia Patrick, and Chief of Engineers Sam Brice were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Highlights of the Public Works presentation include: the Water Treatment Plant coming online and beginning its “Demonstration Period,” the kick-off of the City Dock Flood Mitigation project, the upcoming re-bricking of Main Street, and an update that all power has been sold at the Energy Park. The presentation concluded with Director Jarrell and Chief of Engineers Brice answering specific questions related to the Capital Improvement Program and the status of current projects.

Fire Department and Office of Emergency Management

Chief David Stokes and Deputy Chief Kevin Simmons were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Highlights from the discussion with the Fire Department include: an update on the committee work regarding sprinklers and regulated fire alarms within the historic district, the success of the expired flare and firework program, the success of the smoke detector program, and the impact of the SAFER grant on operations and expenses. Chief Stokes requested an increase in Fire Department overtime expenses of \$125,000. This requested increase is to address difficulties staying within the existing overtime budget and new demands on overtime use as a result of the SAFER grant hires.

Police Department

Acting Chief Scott Baker and Captain Chris Amoia were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Highlights from the discussion with the Police Department include: updates on the body-worn camera program, update on Community Policing initiative, and adequate public facility compliance. Acting Chief Baker requested additional funding for a new Captain position. This Captain position would oversee the Community Policing initiative. The Police Department also requested additional funding for a mobile crisis counselor.

Transportation

Director Rick Gordon and Dr. Kwaku Duah were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Highlights from the discussion with the Transportation Department include: implementation of the new electronic farebox system, a new cost-savings uniform contract, discussions regarding the operations of the Circulator, and potential changes to downtown signage to be more accommodating to taxi service providers. Director Gordon requested a conversion of the Fleet Manager position from contractual to civil service.

Recreation & Parks

Acting Director Archie Trader, Harbormaster Beth Mauk, Division Chief Caryn Walaski, and Community Health/Aquatics Supervisor Jennifer Jennings were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Highlights from the discussion with the Recreation & Parks department include: upgrades to Davis and Turner Parks as a result of a DNR grant, another successful year of the Mighty Milers program, the continuation of the Get Smart Club in partnership with St. Anne's Church, and the award of a DNR grant for the purchase of a new pump-out boat. There was additional discussion regarding funding for equipment maintenance and new equipment purchases, the facility fee being charged by the County for use of Title 1 schools for the latchkey program, and the appropriate level of staffing at the Harbormaster office. Acting Director Trader requested additional operating funds to pay for the latchkey related facility fee and the conversion of an administrative position from contractual to civil service.

Planning & Zoning

Director Pete Gutwald and Dr. Sally Nash were present at Finance Committee to provide an update of departmental accomplishments and answer questions from the Committee. Director Gutwald provided a spreadsheet detailing the work that Planning & Zoning has completed as it related to requirements included within the Comprehensive Plan. Highlights from the discussion with Planning & Zoning include: an update on the complete re-organization of Planning & Zoning and DNEP, Housing Authority of the City of Annapolis (HACA) inspections, completion of the Upper West Street Sector Study, completion of the pedestrian portion of the Wayfinding project, and the August 2017 anticipated completion of the Cultural Hazard Mitigation Plan. Director Gutwald requested additional funding for a Planner position.

Overhead Department's (Mayor's Office, Public Information Office, Law, Environmental Policy, Management Information Technology (MIT), Finance, Purchasing)

Representatives from the "Overhead" Departments were present to answer questions from the Finance Committee. Public Information Officer Rhonda Wardlaw provided explanation for her \$6,000 increase in her operating budget. City Manager Tom Andrews and Chief of Staff/Ombudsman Tara Hargadon answered questions regarding staffing. Human Resources

Manager Tricia Hopkins was available to provide an update on union negotiations and the status of a Rules & Regulations re-write. Director Maria Broadbent spoke to the upcoming challenges that the Office of Environmental Policy would face; specifically the additional projects necessary for the MS4 Permit compliance. There was also discussion regarding the cross-departmental coordination necessary for incorporating environmental concerns into comprehensive planning and review. MIT Manager Barbara Smith provided updates to the Committee regarding the new City website, the automation of the GIS process, and the status of the Harborline re-draw. Assistant Director Melissa Leaman and Operations Manager Nicole Pletzer spoke to the Finance Departments budgetary increase for funding of the OpenGov transparency platform and the necessity for a Budget Analyst within the department. Procurement Officer Brian Snyder and Acting City Attorney Ashley Leonard provided brief operational updates to the Finance Committee in regards to Purchasing and Law.

At this point in the budget process the Finance Committee had heard testimony from the Finance Director as to the contents and direction of the budget and they had heard from the departments directly regarding needs and wants. The next step was to hear from the Financial Advisor's for the City, Davenport and Company, to examine the proposed Capital Improvement Program and its impact on the City's debt levels.

The focus of the Davenport presentation was to discuss the City's compliance with its existing policies for tax-supported debt and then look forward using the current CIP as a guide to evaluate future compliance and potential strategies to address noncompliance. Five various strategies were presented to the Finance Committee (see attachment B). Following the presentation by Davenport, Director Jarrell, Public Works, and Assistant Director Leaman, Finance, were present to summarize the proposed FY 2018 projects and answer any questions in relation to the plan.

As a final step in reviewing all aspects of the FY 2018 Budget, the Finance Committee heard the Community Grant allocation recommendations from the grants committee, reviewed the Fine Schedule, the Fee Schedule, and the Pay Plan. Director Miller also provided a policy document to the Finance Committee, "Fund Balance Reserve Policy" (see attachment C). This policy incorporates existing Fund Balance requirements with new unassigned Fund Balance categories to better situate the City for a strong financial future. The intent of Finance and the Finance Committee is that this policy will be transitioned into legislation and formally adopted by the full City Council.

Concluding the investigative portion of the budget hearings, the Finance Committee turned its attention to providing amendments to the proposed budget and ancillary legislation.

Budgetary Recommendations

O-21-17: Annual Operating Budget

Amendment #1

Additional \$100,000 for Fire Department Overtime

Rationale: The Fire Department applied for and was awarded the SAFER grant which provides funding for an additional 12 firefighters. These additional firefighters require adequate training, which is provided by existing firefighters through the use of overtime funds. The Fire Department has struggled historically to stay within its Overtime budget and has requested an increase for multiple budget cycles. An increase in Ambulance Fee revenues, which is already included in the proposed budget, has been designated as the offset to the budgetary increase.

Amendment #2

Additional \$15,000 for Latchkey Program: Recreation & Parks

Rationale: The Board of Education has imposed a space usage fee of \$10.00/per person, per morning and afternoon, for use of space in Title 1 schools. Two of the seven Latchkey programs operate out of Title 1 schools. This increase in the Operating Budget will be offset by an increase in Latchkey Program fees.

Amendment #3

Additional \$161,950 for City Manager's Office

Rationale: This funding is for two new positions within the City of Annapolis: Internal Auditor and Attorney to City Council. Both positions would report directly to the City Manager. The Internal Auditor position would also report to an Audit Committee that has yet to be established.

Amendment #4

Additional \$80,975 for Finance Department

Rationale: This funding is for one new position within the City of Annapolis: Budget Analyst

Amendment #5

Additional \$80,975 for Planning & Zoning

Rationale: Planning & Zoning requested to remove an existing position (Small and Minority Business Enterprise Director) and replace it with a Planner position in FY 2017. This funding allows for both positions within the department of Planning & Zoning for FY 2018.

Amendment #6

Add Miscellaneous Revenue of \$47,000 for the Parking Fund
Additional \$47,000 for Bond Debt related to Wayfinding Signage Project

Rationale: An additional \$47,000 in debt expense will be incurred with the addition of the Wayfinding Signage project to the CIP. An increase in revenues of \$47,000 is anticipated as a result of the signage.

Amendment #7

Add Property Tax Revenue of \$323,900 for the General Fund

Rationale: Change the Property Tax Rate from \$0.644 to \$0.649 per \$100 assessment to pay for the additional staffing as outlined above.

Amendment #8

Add \$200,000 to Planning and Zoning for planning studies.

Rationale: To be compliant with the City’s Comprehensive Plan recommendations.

Community Grant Allocations

The Community Grant Committee presented funding recommendations to the Finance Committee (see attachment D). There was follow-up discussion regarding the allocations, but no formal amendments have been made at this time.

The Operating Budget, as amended, was recommended favorably by the Finance Committee to the City Council.

O-22-17: Capital Budget Fiscal Year 2018:

This legislation has not been referred to the Finance Committee at this time. It is the intent of the Finance Committee that the amendments recommended to R-16-17 be applied to O-22-17.

R-15-17: Position Classifications and Pay Plan:

Amendment #1

Add new positions recommended under O-21-17: Internal Auditor, Attorney to City Council, and Budget Analyst.

Rationale: Rationale for this amendment was provided above.

Amendment #2

Incorporation of changes to compensation as a result of union negotiations: 1% COLA effective January 1, 2018 and additional longevity steps for Police and Fire (see attachment E).

The Position Classifications and Pay Plan, as amended, was recommended favorably by the Finance Committee to the City Council.

R-16-17: Capital Improvement Program: Fiscal Years 2018-2023:

Amendment #1

Additional \$615,820 for the Wayfinding Signage (Project 50011) in the Parking Enterprise Fund to be funded with bond proceeds.

Rationale: With Phase I of the project nearing completion, it is desired that Phase II and III move forward. These phases will provide vehicular direction and welcome signs, real time parking information and large gateway signs at key points of entry to the City (see attachment F).

Amendment #2

Additional \$111,000 for the Russell Street Reconstruction (Project tbd) in the General Fund

- Year 1: \$111,000
- Year 2: \$159,000
- Year 3: \$670,000
- Total: \$940,000

Total funding in the amount of \$940,000 will come from the General Fund Restricted Fund Balance Capital Reserve Fund.

Rationale: This project will improve pedestrian, vehicular, and bicycle access from West Street to the Bates Center and Spa Creek Trail (see attachment G).

Amendment #3

Additional \$400,000 for the Maynard Burgess House (Project 20002) to be funded from the General Fund Restricted Fund Balance Capital Reserve Fund.

Rationale: Exterior weatherization has been completed on the project. If the building is to be put into productive use, extensive interior renovations will need to take place (see attachment G).

Amendment #4

Additional \$130,000 for the Barbud Lane (Project tbd) in the General Fund

Year 1: \$130,000

Year 2: \$500,000

Total: \$630,000

Total funding in the amount of \$630,000 will come from the General Fund Restricted Fund Balance Capital Reserve Fund.

Rationale: This project will include installation of curb and gutters on both sides of the street, sidewalk, and intermittent parking lanes (see attachment G).

The Capital Improvement Program Fiscal Years 2018-2023, as amended, was recommended favorably by the Finance Committee to the City Council.

R-17-17: Fee Schedule:

The Fee Schedule was recommended as follows: an addition to the Transportation Fees for the Circulator fare at \$0.00; and an increase to the Stormwater Fees (see attachment H).

The Fee Schedule, as amended, was recommended favorably by the Finance Committee to the City Council.

R-18-17: Fine Schedule:

The Fine Schedule, as presented, was recommended favorably by the Finance Committee to the City Council.

Parking Lot Items

Throughout the budgetary process, other items have been identified by the Finance Committee that will require additional attention or action on the part of the Council. Those items are outlined below.

-Sprinklers in the Historic District

**City of Annapolis
Financial Advisory Commission**

**Collaborative Stewardship: Guiding Principles and Metrics
for City of Annapolis Financial Improvement
Adopted November 15, 2013**

The inaugural Financial Advisory Commission was assembled in July, 2010. The Mayor, City Council, City Manager, and Director of the Finance Department welcomed the FAC as (1) a sounding board with respect to the immediate financial crisis and (2) a consultancy to recommend solutions for the profound structural¹ and operational deficiencies² that precipitated the crisis.

The FAC's deliberations and advisory opinions *vis a vis* the City's day to day operations are a matter of public record. Behind the scenes, the FAC concurrently engaged in substantive discussions with the Finance Director and members of the City Council's Finance Committee about the nuts and bolts of the collaborative stewardship envisioned in the FAC's charter: How can we safeguard proper financial controls with prudent policy and oversight to ensure the City's financial solvency and sustainability over the long-term? The blueprint below summarizes these consultative discussions for the public record.

It is the intent of the FAC that the guiding principles in this outline be accepted and adopted by the Mayor and City Council and that FAC members with relevant expertise and interest in specific topics will provide assistance and guidance, individually or in small work groups, to the Mayor, the City staff and the City Council to develop and implement the recommended models and metrics. In order to oversee implementation and compliance, the FAC should request, minimally annually, that the City Administration make a report to the Commission.

The Financial Advisory Commission recommends structural and operational remedies for the City's financial improvement. In order to implement these remedies, it is critical that the City take specific actions for each. The following is an outline of recommendations to achieve these goals.

Structural Remedies

I. Corporate governance

Introduction:

Corporate governance is the overall system by which the City is managed, directed, controlled and otherwise governed. An organization having a strong Corporate Governance model and corporate culture will make it more likely that goals will be realized. The components of corporate governance include state laws, City Code/Charter, policies and

¹ Structural considerations include corporate governance, strategic planning models and developing a human capital model- the stock of competencies, and knowledge and personal attributes that are embodied by an organization.

² Operational considerations include financial reporting, budgeting, collective bargaining, risk management, and balance/non balance sheet oversight. Major categories being cash, fixed assets, debt, pension, Other Post Employment Benefits (OPEB) and fund balance/retained earnings.

procedures and stakeholder relationships. The responsibility, and therefore the advocacy, for corporate governance lie with the City Council, Mayor and Administration. Core components of corporate governance are strong financial oversight, including a Financial Oversight Board, the internal control environment, and established and documented policies.

Recommended Metrics:

- Establish and adopt a corporate governance model.
Because corporate governance is driven downward, it is important that a resolution embracing corporate governance be adopted and that management be held accountable to implement and achieve stated goals. It is recommended that the City's measurement focus be by fiscal year and that, as part of the budget adoption process, performance measurements, goals and objectives are adopted annually and management report on each quarterly.

- Develop and maintain planning models.
 - i. An annual Strategic Planning model identifying core functional service levels tied to annual performance budgets which are correlated to industry benchmarks.

 - ii. An annual 5 year Capital Plan tied to the annual operating budget, identifying capital needs including the impact of operational expenditures, increases or decreases, debt service, the cost of deferring the project, inflationary costs and project present value calculations. If debt service will be used to finance a capital project, amortization schedules should be created for each such project and then summarized by fund. As part of the presentation, a tax rate and/or fee impact analysis should be included.

II. Human Capital

The backbone of any organization and, therefore, its ability to achieve and sustain high levels of success is the people the organization hires. In order to define the core competencies the City expects from its employees and then to perpetuate organizational culture, it is recommended that the City develop a comprehensive Human Capital Assessment and Accountability Framework. This step should begin immediately by developing an implementation plan with the City Manager and HR Director.

Operational Remedies

It is the intent of the City to achieve and then maintain a Triple A bond rating. In order to achieve this goal, the City needs to remedy the operational deficiencies noted above. In order to accomplish this goal, the City should implement the following steps.

The core financial functions of the City can be segregated into the following broad operational categories, financial reporting, budget implementation and oversight, balance and off-balance sheet management, risk management, employee and labor relations, and finally, economic strength. Each of these activities should be managed from a City-wide perspective. This approach can then be further driven down to each fund level, specifically general fund and by each enterprise fund. These categories are a reflection of key categories considered by rating agencies and also reflect operational functions.

- I. Financial Reporting should include a policy requiring the frequency of financial reporting, such as; monthly, quarterly, and annually, the scope of the financial reports, and the completion date for each.
- II. Budget implementation and oversight should include policy development that addresses each revenue and expenditure category. Revenue categories include taxes, local receipts, intergovernmental and state aid, and grants. Although grants are typically considered intergovernmental receipts, the City should adopt specific grant policies and procedures to preclude unintended and unforeseen future responsibilities. Expenditure categories should include salaries, benefits, operating, debt service and capital expenditures.

Specific Metrics and/or policies should include:

- a. By revenue.
 - i. Property tax should be based on constant yield / constant levy rather than the tax rate floating with the assessed values.
 - ii. External revenue sources as a percentage of revenue, by category, ex., grants and by fund.
 - iii. Fees should be correlated to the cost of service, including future capitalization costs.
- b. A policy on one-time revenues. Ideally, one time revenues should only be used for one-time expenditures thereby correlating operating expenditures with operating revenues. However, for items such as “rainy day” transfers, there should be a threshold of non-recurring revenues as a percentage of total revenue used for recurring expenditures.
 - i. A policy on subsidies from other funds as a percentage of revenue.
 - ii. A policy that stipulates for what purpose reserves and retained earnings and/or fund balance can be appropriated.
- c. A policy requiring that budget to actual performance be reported monthly and that variances exceeding 10% be documented.
- d. A policy requiring a percentage of fund balance as a percentage of revenues.
- e. A budget development policy.
 - i. A policy requiring that budgets provide a three year history for trending purposes, and a five year forecast, including capital. The impact of capital improvements, including debt service and additional operating services should be noted. Debt service projections should include projections included in the 5 year capital plan.
 - ii. A policy requiring that budgets provide key assumptions. Budgets should also provide stress test assumptions.
 - iii. A policy requiring that supplemental budgets be adopted for budgets, by fund, not meeting projected revenues by quarterly thresholds or are over budget for expenditures by quarterly thresholds.
 - iv. A policy requiring the impact of collective bargaining contracts to be footnoted as part of the budget.
 - v. The budget should reflect a tax rate/fee impact analysis for each budget enhancement, including changes in debt service resulting from debt financing.
- f. An expenditures policy.
 - i. Fixed costs as a percentage of expenditures, by fund.

III. Management of the balance and off-balance sheet categories is essential to the success of the City. The primary categories include cash, investments, receivables, capital assets, accounts payable, debt, pension and OPEB liabilities, and fund balance/retained earnings.

Specific Metrics and/or policies should include:

- a. Cash and investments is a measure of liquidity – short term liquidity needs.
 - i. Cash as a percentage of expenditures.
 - b. Accounts Receivable is a measure of collections - should be no more than 2-3%.
 - c. Capital Assets - much of the oversight and management of capital assets is part of the Capital Plan.
 - d. Accounts Payable.
 - i. Payables as a percentage of expenditures.
 - ii. Payables as a percentage of cash.
 - e. Debt - a policy formalizing debt planning and debt policies incorporating debt burdens, operational debt service costs as a percent of total expenditures, and maximum debt levels. Consideration should be given to inside and outside debt as related to enterprise funds and self supporting debt. Additionally, the use of variable rate obligations and interest rate swaps should be addressed in relation to interest rate exposure and liquidity. The policy should require tying the amortization period to the useful life of the underlying asset and using level principal versus level payment amortization methods.
 - i. Total debt outstanding, inside plus outside, as a percentage of full assessed value.
 - ii. Inside debt, that inside the debt calculation, as a percentage of full assessed value.
 - iii. Debt service as a percentage of the operating budget, in aggregate and by fund.
 - iv. Full value per capita.
 - f. Pension and OPEB liabilities.
 - g. Fund Balance / Retained Earnings.
 - i. Fund balance as a percentage of budgeted revenues, by fund.
 - ii. Fund balance as a percentage of assets.
 - h. Off balance sheet items.
 - i. Unsettled labor contracts.
 - ii. Pending litigation.
- IV. The City needs to adopt an organization risk management assessment which focuses not only on the city risks pools, such as the self insured health and general liability plans, but a risk analysis from a City-wide perspective.
- V. The City needs to adopt human capital strategies that address pension and OPEB obligations, while also complementing the Human Capital Assessment and Accountability Framework.
- VI. Rating agencies place the greatest weight on economic strength because it provides the source of leverage to support the tax base and drives other revenues including sales tax, utility fees and local receipts. Although the City may not be able to immediately influence this category, it is imperative that the policy makers of the City be familiar with the key attributes.

Specific Metrics and/or policies should include:

- a. A policy requiring the development of key economic indicators and that they be reviewed as part the annual budget process and that financial policies be adjusted if necessary.
 - i. Valuation and new growth trends, including comparing trends to other local municipalities and national trends.
 1. Occupancy rates.
 2. New building permits.
 - ii. Percentage of commercial versus residential valuations - establish goals for diversifying the City's assessable tax base and implementing and providing for payment in lieu for exempt properties.
 - iii. Zoning and development factors.
 - iv. Type of economy, including:
 1. Diversity of the local economy - top ten tax payers as a percentage of valuation.
 2. Concentration of specific industries, especially vulnerable sectors within the economy - top ten tax payers by sector as a percentage of valuation.
 - v. Socioeconomic and demographic profile:
 1. Population trends.
 2. Medium family income as a percentage of state income.
 3. Medium family income as a percentage of US income.
 4. Unemployment rates and trends.
 5. Foreclosure activity and trends.

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Capital Funding and Debt Policy Impacts

City of Annapolis, Maryland

April 27, 2017



Overview



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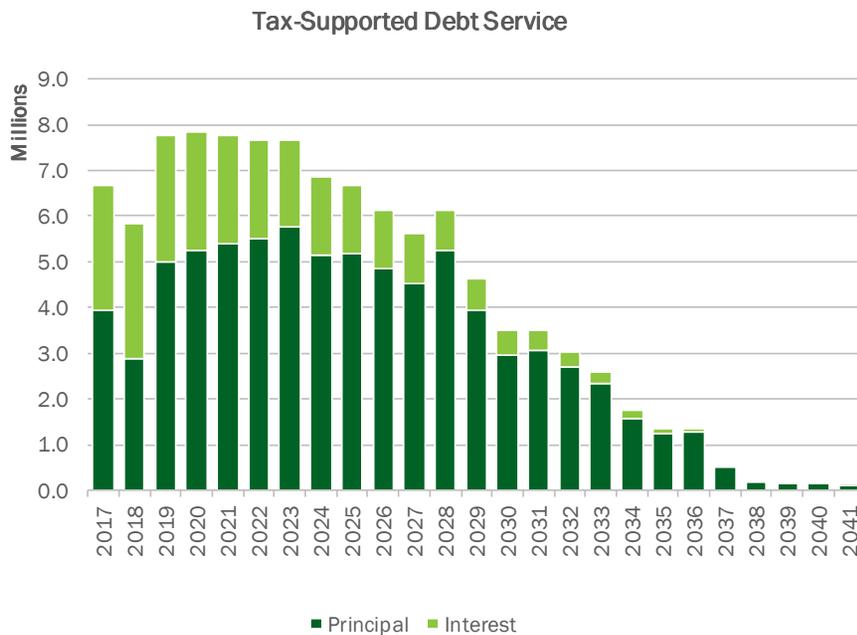
- Like many jurisdictions in the region, the City of Annapolis (the “City”) has a series of Financial and Debt Policy Guidelines.
- These policies were developed over time to:
 - A. Ensure compliance with state and local law;
 - B. Respond to guidance offered by the credit rating agencies in order to enhance ratings; and
 - C. Promote consistency and stability to the City’s finances over time, from one administration to the next.
- Over the past four fiscal years, the City’s focus has been toward recapitalizing fund balance reserves and restoring General Fund working capital to return the City to compliance with its Reserve Policy.
 - *This objective has been largely accomplished.*
- Of priority to the City going forward will be continued compliance with its financial policies while still meeting the City’s capital needs.
- The focus of this presentation is to test the City’s compliance with its existing policies for tax-supported debt and then look forward using the current CIP as a guide to evaluate future compliance and potential strategies to address non-compliance.

Current Tax-Supported Debt Profile



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- The City does not experience meaningful decline in debt service until FY 2024; any new debt service over the next six or so years will require new funding.



FY	Principal	Interest	Total
Total	\$78,813,567	\$26,681,749	\$105,495,316
2017	3,945,368	2,709,936	6,655,305
2018	2,884,477	2,947,551	5,832,028
2019	4,984,058	2,777,587	7,761,645
2020	5,246,963	2,588,400	7,835,363
2021	5,394,088	2,362,239	7,756,327
2022	5,523,149	2,141,164	7,664,313
2023	5,744,285	1,916,756	7,661,041
2024	5,145,525	1,697,553	6,843,078
2025	5,185,628	1,490,886	6,676,514
2026	4,849,884	1,290,036	6,139,921
2027	4,536,268	1,092,215	5,628,483
2028	5,256,695	881,788	6,138,484
2029	3,948,837	700,198	4,649,035
2030	2,938,052	573,261	3,511,312
2031	3,045,660	454,968	3,500,628
2032	2,685,499	343,692	3,029,191
2033	2,338,560	248,633	2,587,193
2034	1,569,560	176,996	1,746,556
2035	1,227,516	120,053	1,347,569
2036	1,261,834	73,863	1,335,697
2037	500,471	40,406	540,877
2038	197,745	25,116	222,861
2039	143,649	16,581	160,230
2040	152,286	9,183	161,469
2041	107,509	2,688	110,197

Debt Service starts to decline

Notes:

- Tax-Supported Debt consists of debt attributable to the general fund, market fund, and dock fund; As of 6/30/16, including 2016 G.O. Bonds.
- Includes estimated effect of 2017 Refunding.

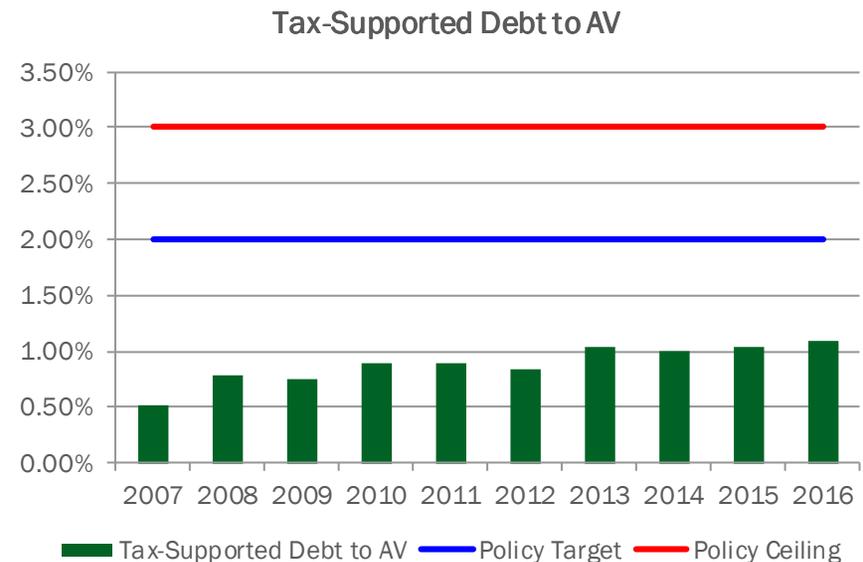
Historical Tax-Supported Debt vs. Assessed Value



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- The City’s Fiscal Policies state that “the City will maintain its tax-supported debt at a level not to exceed a ceiling of three percent of the assessed valuation of taxable property within the City, with a target ratio of two percent.”
- For purposes of this ratio and others going forward, the City’s **Tax-Supported Debt**, that is, its **Governmental Funds debt** (not Enterprise Fund Debt).
- The City’s Tax-Supported debt as a percent of Assessed Value remains well below the Policy Target.

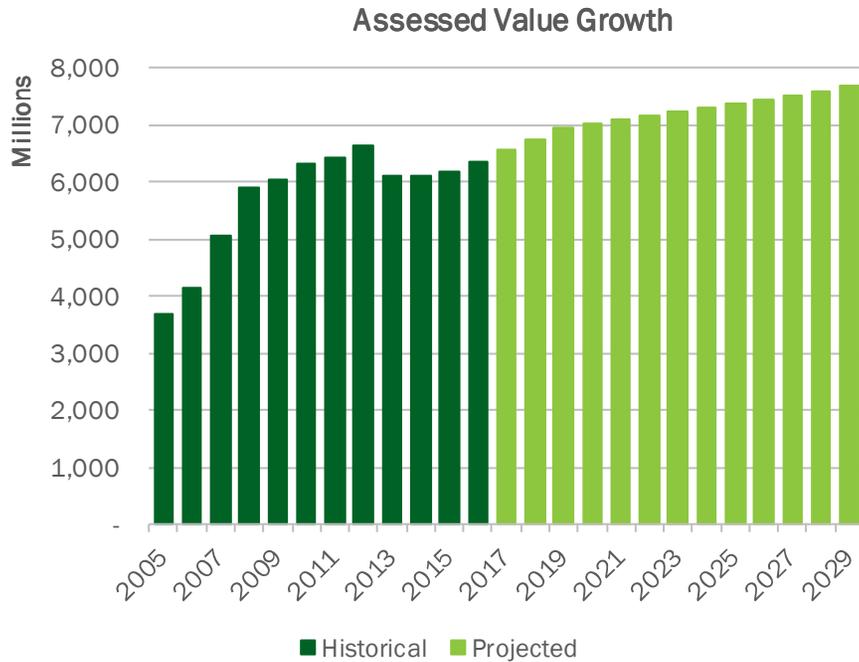
Fiscal Year	Assessed Value	Tax-Supported Debt	Tax-Supported Debt to AV
2007	\$5,043,267,785	\$25,847,457	0.51%
2008	5,911,023,962	46,790,499	0.79%
2009	6,040,939,755	45,630,831	0.76%
2010	6,323,061,027	55,958,005	0.88%
2011	6,437,267,368	57,303,796	0.89%
2012	6,640,303,945	55,607,385	0.84%
2013	6,106,649,005	63,823,948	1.05%
2014	6,120,838,023	61,136,654	1.00%
2015	6,189,834,962	63,733,983	1.03%
2016	6,359,593,401	69,229,083	1.09%



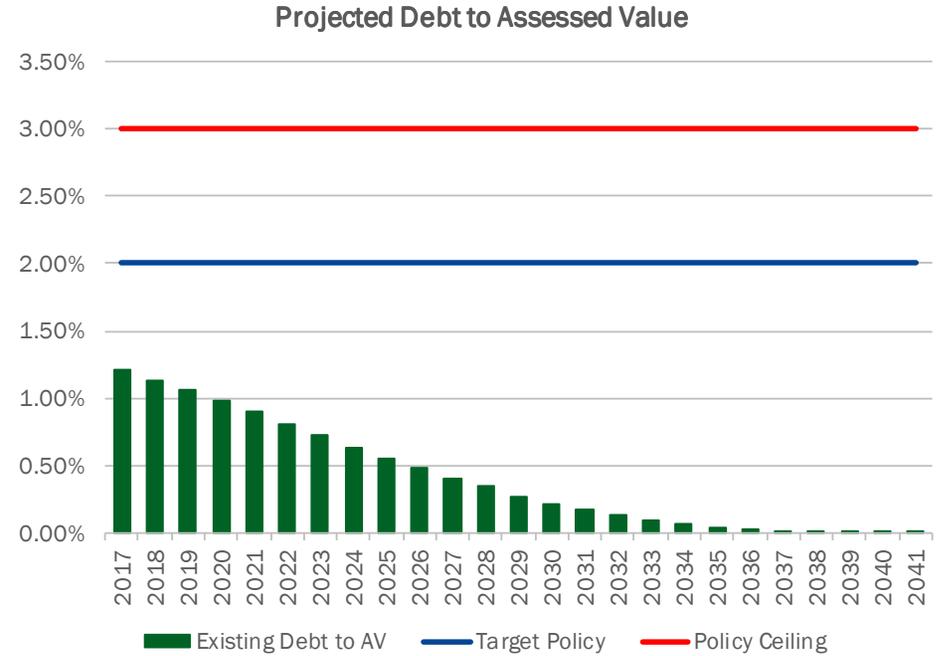
Projected Tax-Supported Debt to Assessed Value (No CIP)



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- 10-Year Average Growth 2.35%
- Assumed Growth:
 - FY 2017-19 2.00%
 - FY 2020 and After 1.00%



- *Note: Does not include Enterprise Fund debt as this debt is deemed to be self-supporting.*
- *Enterprise fund debt is comprised of debt attributable to the Water, Sewer, Stormwater, Parking, Transit, and Refuse funds.*

Historical Tax-Supported Debt Service to Expenditures



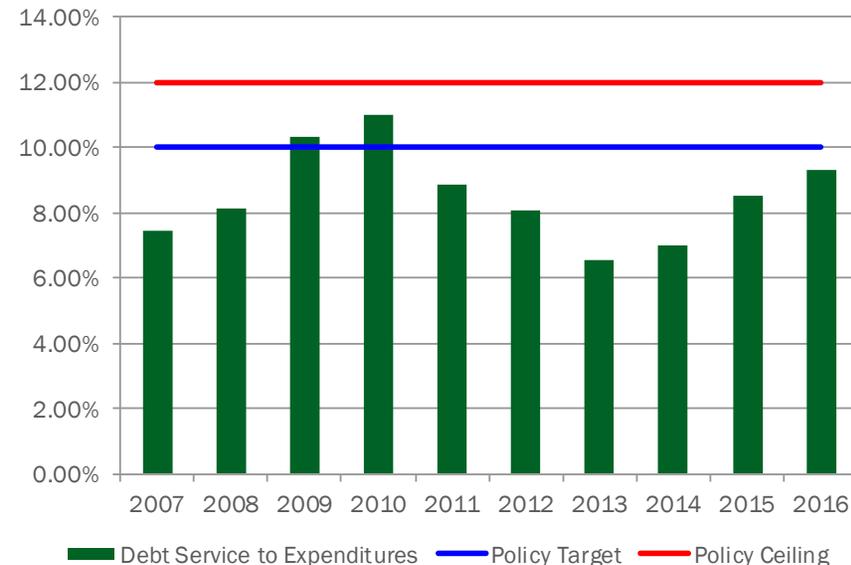
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- The City’s Fiscal Policies state that “The City will maintain its annual tax-supported debt service costs at a ceiling of 12 (12%) percent of the General Fund expenditures, with a target ratio of ten (10%) percent.”

Rating Considerations

- **S&P:** The Debt and Contingent Liabilities section defines categories of Total Governmental Funds Debt Service as a % of Total Governmental Funds Expenditures as follows:
 - Very Strong: <8%
 - Strong: 8% - 15%
 - Adequate: 15% - 25%
 - Weak: 25% - 35%
 - Very Weak: > 35%
- **Moody’s:** Moody’s criteria allows for a scorecard adjustment if an issuer has very high or low debt service relative to its budget:

Fiscal Year	Tax-Supported Debt Service	General Fund Expenditures	Debt Service to Expenditures
2007	3,315,079	44,507,379	7.45%
2008	4,024,243	49,578,770	8.12%
2009	6,029,119	58,555,154	10.30%
2010	6,702,986	61,011,983	10.99%
2011	4,489,773	50,627,948	8.87%
2012	4,306,950	53,173,675	8.10%
2013	3,930,050	60,184,447	6.53%
2014	4,407,020	63,075,220	6.99%
2015	5,384,212	63,271,993	8.51%
2016	6,128,467	65,878,029	9.30%

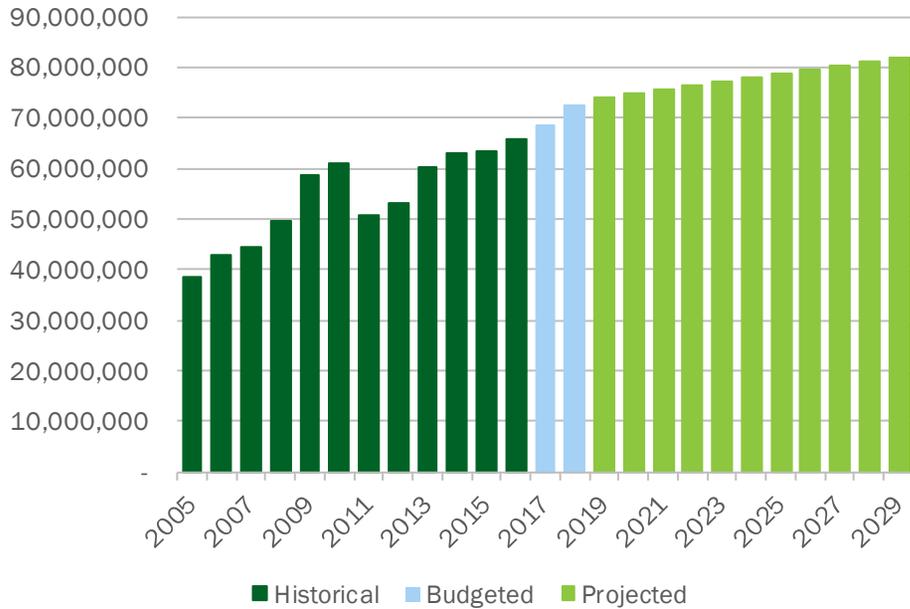


Projected Debt Service to Expenditures (No CIP)



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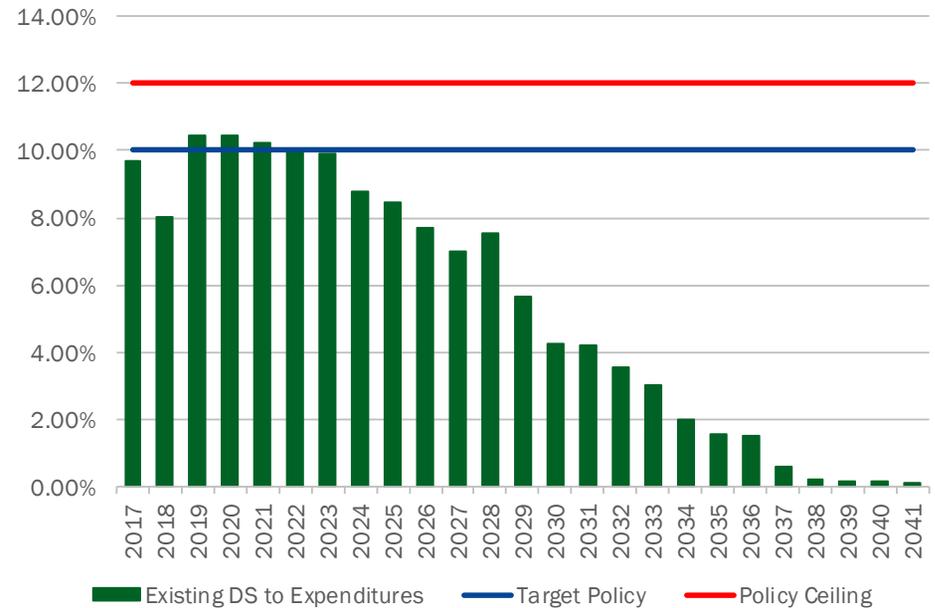
Governmental Expenditures Growth



- 10-Year Average Growth 3.95%
- Assumed Growth:
 - FY 2019 2.00%
 - FY 2020 and After 1.00%

Note: FY2018 calculated as \$72,625,591 based on 2018 Fiscal Year Mayor's Proposed Budget – (General Fund Expenditures less 'Other financing uses and transfers')

Projected Debt Service to Expenditures



- Note: Does not include Enterprise Fund debt as this debt is deemed to be self-supporting.
 - Enterprise fund debt is comprised of debt attributable to the Water, Sewer, Stormwater, Parking, Transit, and Refuse funds.

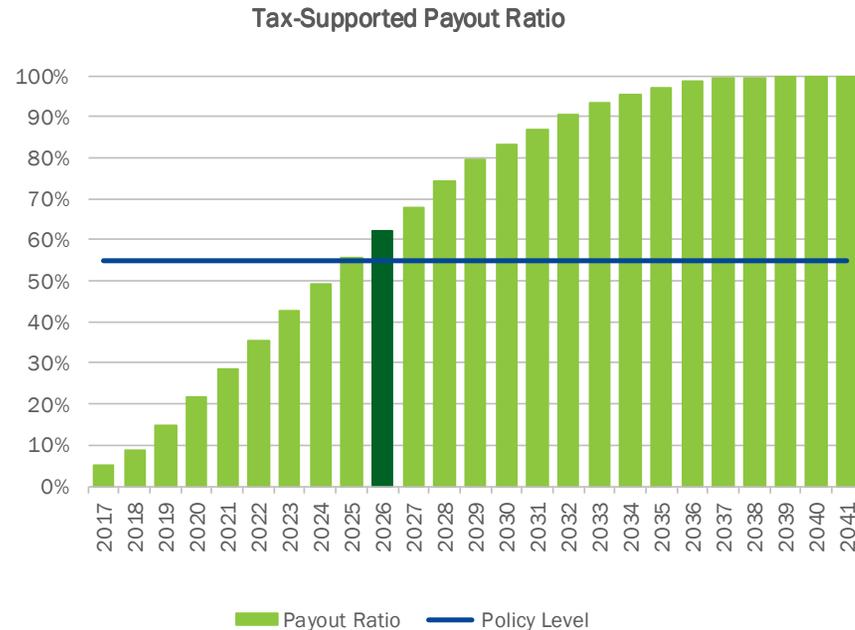
Tax-Supported Principal Payout Ratio



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- The City’s Fiscal Policies state that “The City will maintain a ten-year payout ratio (i.e.; rate of principal amortization) for its tax-supported debt of not less than 55%.”

FY	Principal	Payout Ratio
Total	\$78,813,567	
2017	3,945,368	5.0%
2018	2,884,477	8.7%
2019	4,984,058	15.0%
2020	5,246,963	21.6%
2021	5,394,088	28.5%
2022	5,523,149	35.5%
2023	5,744,285	42.8%
2024	5,145,525	49.3%
2025	5,185,628	55.9%
2026	4,849,884	62.0%
2027	4,536,268	67.8%
2028	5,256,695	74.5%
2029	3,948,837	79.5%
2030	2,938,052	83.2%
2031	3,045,660	87.1%
2032	2,685,499	90.5%
2033	2,338,560	93.5%
2034	1,569,560	95.4%
2035	1,227,516	97.0%
2036	1,261,834	98.6%
2037	500,471	99.2%
2038	197,745	99.5%
2039	143,649	99.7%
2040	152,286	99.9%
2041	107,509	100.0%



General Fund Capital Improvement Program (CIP)



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Summary of Project Estimates

<u>Project Category</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Totals</u>
General Fund							
Truxtun Park Swimming Pool	\$ 3,100,000	-	-	-	-	-	\$ 3,100,000
Vehicle Replacement	905,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,905,000
City-Wide Radio Replacement	-	500,000	-	-	-	-	500,000
Main Street Rebricking	2,100,000	-	-	-	-	-	2,100,000
Upgrade City Coordinate System	460,100	-	-	-	-	-	460,100
Traffic Signal Rehabilitation	50,000	-	-	-	-	-	50,000
Truxtun Park Tennis Courts and Fence	613,610	-	-	-	-	-	613,610
Recreation Management Software	130,000	-	-	-	-	-	130,000
General Roadways	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
City Harbor Flood Mitigation	-	5,000,000	-	-	1,000,000	4,000,000	10,000,000
RMS /CAD System for Law Enforcement	-	-	-	-	-	850,000	850,000
Trail Connections	71,305	71,305	-	-	-	-	142,610
Maynard Burgess	100,000	-	-	-	-	-	100,000
City Facility Improvements	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
Total Uses of Funding	\$ 9,880,015	\$ 9,921,305	\$ 3,350,000	\$ 3,350,000	\$ 4,350,000	\$ 8,200,000	39,051,320
<u>Source of Funding</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Totals</u>
General Fund							
Bonds	\$ 5,613,503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,613,503
PAYGO / Other	4,266,512	-	-	-	-	-	4,266,512
To be Identified	-	9,921,305	3,350,000	3,350,000	4,350,000	8,200,000	29,171,305
Total Sources of Funding	\$ 9,880,015	\$ 9,921,305	\$ 3,350,000	\$ 3,350,000	\$ 4,350,000	\$ 8,200,000	39,051,320

Scenarios Considered



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- The following pages show the estimated impact on the City’s Key Debt Policies of the following borrowing scenarios:
 1. **FY 2018 G.O. Issuance Only**
 - *FY2018 borrowing issued over 20 Years with level debt service structure at 4% all-in interest cost;*
 2. **FY 2018 G.O. Issuance and Full 5-Year CIP – “Traditional” City Issuance Strategy**
 - *FY2018 borrowing issued over 20 Years with level debt service structure at 4% all-in interest cost;*
 - *All future CIP borrowings after FY2018 are assumed to be debt funded in their entirety;*
 - *All future CIP borrowings after FY2018 are assumed to be issued at level debt service for 20 years at 5% all-in interest cost.*
 3. **FY 2018 G.O. Issuance and Full 5-Year CIP – “Deferred Principal” Issuance Strategy**
 - *FY2018 borrowing issued over 20 Years with 3 years of interest only, followed by 17 years with a level debt service structure at 4% all-in interest cost;*
 - *All future CIP borrowings after FY2018 are assumed to be issued at with a deferred principal structure, as defined above at 5% all-in interest cost.*
 4. **FY 2018 G.O. Issuance and Full 5-Year CIP – “Bond Anticipation Note (BAN)” Issuance Strategy**
 - *All future CIP borrowings (FY18-23) issued as 3-Year Bond Anticipation Notes at 2.5% all-in interest cost, followed by long-term borrowing issued with level debt service for 20 years at 5% all-in interest cost.*

Resulting Debt Profile – Scenario 1

FY 2018 Issuance Only



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Assumed Borrowing Amounts	
FY Issued	Amount
2018	\$ 5,613,503
2019	-
2020	-
2021	-
2022	-
2023	-
Total	\$ 5,613,503

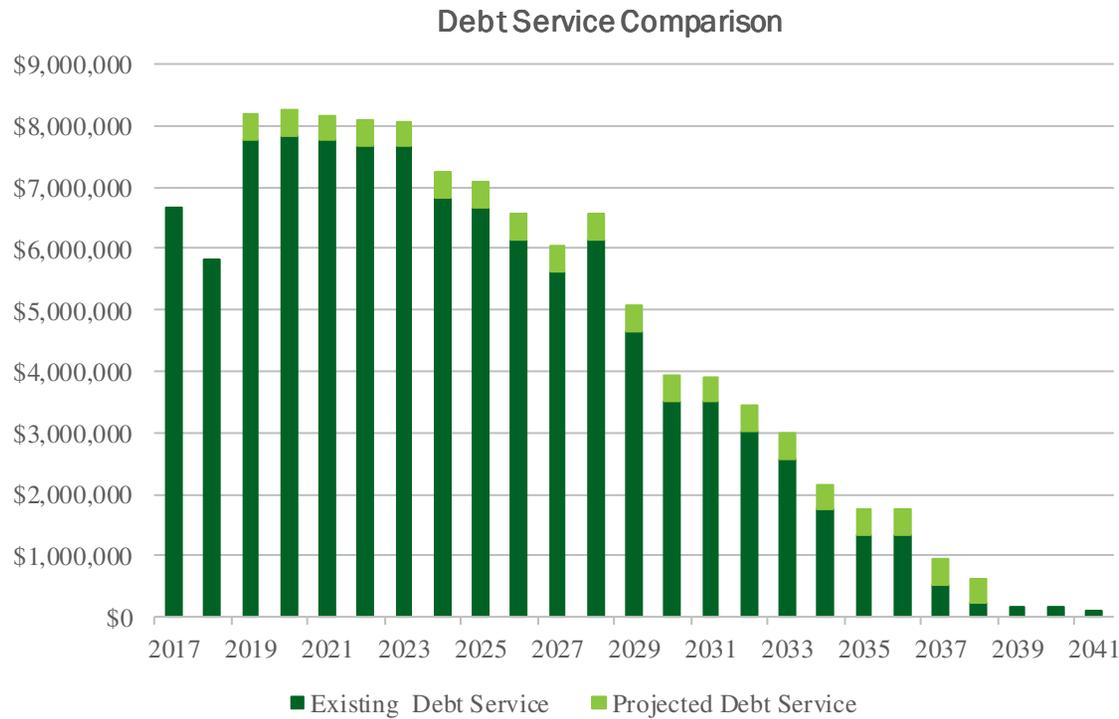
A	B	C	D	E	F	G	H	I	J
FY	Existing	General Fund Bond-Funded CIP Debt Service					FY18-23 CIP		Total
	Debt Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Debt Service	Debt Service
Total	\$105,495,316	\$8,261,028	\$0	\$0	\$0	\$0	\$0	\$8,261,028	\$113,756,343
2017	6,655,305	-	-	-	-	-	-	-	6,655,305
2018	5,832,028	-	-	-	-	-	-	-	5,832,028
2019	7,761,645	413,051	-	-	-	-	-	413,051	8,174,696
2020	7,835,363	413,051	-	-	-	-	-	413,051	8,248,415
2021	7,756,327	413,051	-	-	-	-	-	413,051	8,169,378
2022	7,664,313	413,051	-	-	-	-	-	413,051	8,077,365
2023	7,661,041	413,051	-	-	-	-	-	413,051	8,074,092
2024	6,843,078	413,051	-	-	-	-	-	413,051	7,256,129
2025	6,676,514	413,051	-	-	-	-	-	413,051	7,089,565
2026	6,139,921	413,051	-	-	-	-	-	413,051	6,552,972
2027	5,628,483	413,051	-	-	-	-	-	413,051	6,041,535
2028	6,138,484	413,051	-	-	-	-	-	413,051	6,551,535
2029	4,649,035	413,051	-	-	-	-	-	413,051	5,062,086
2030	3,511,312	413,051	-	-	-	-	-	413,051	3,924,364
2031	3,500,628	413,051	-	-	-	-	-	413,051	3,913,680
2032	3,029,191	413,051	-	-	-	-	-	413,051	3,442,243
2033	2,587,193	413,051	-	-	-	-	-	413,051	3,000,244
2034	1,746,556	413,051	-	-	-	-	-	413,051	2,159,607
2035	1,347,569	413,051	-	-	-	-	-	413,051	1,760,620
2036	1,335,697	413,051	-	-	-	-	-	413,051	1,748,749
2037	540,877	413,051	-	-	-	-	-	413,051	953,928
2038	222,861	413,051	-	-	-	-	-	413,051	635,912
2039	160,230	-	-	-	-	-	-	-	160,230
2040	161,469	-	-	-	-	-	-	-	161,469
2041	110,197	-	-	-	-	-	-	-	110,197

Resulting Debt Profile – Scenario 1

FY 2018 Issuance Only



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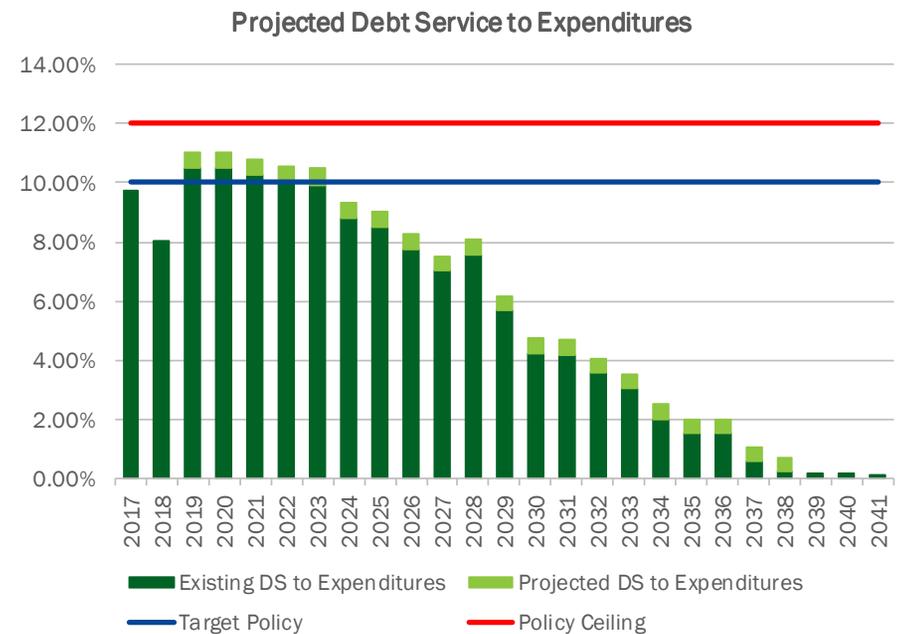
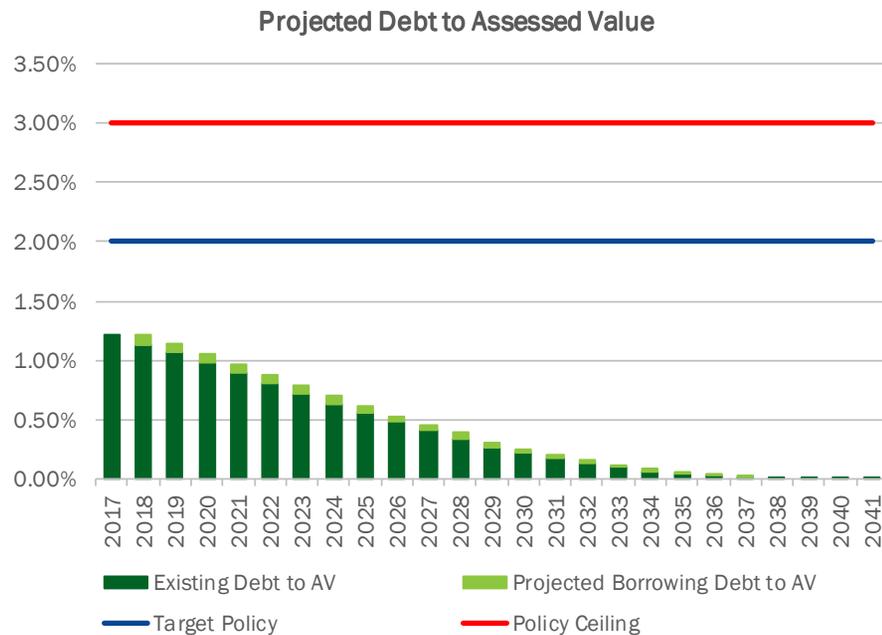
Key Debt Ratios – Scenario 1

FY 2018 Issuance Only



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- The projected impact on the City’s Key Debt Ratios of issuing just the FY 2018 New Money Issuance is shown below:
- The City is estimated to remain within its current Policy Ceiling for both Debt to Assessed Value and Debt Service vs. Expenditures following the proposed issuance.



* FY2018 DS to Expenditures reflects the estimated impact of the 2017 Refunding. Preliminary estimate; subject to change.

Assumed Growth in Assessed Value and Governmental Expenditures: FY 2018-19 – 2.00%; FY 2020 and After – 1.00%

Key Debt Ratio Compliance – Scenario 1

FY 2018 Issuance Only



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	<u>Peak</u>	<u>Compliant?</u>
Debt to Assessed Value	1.22% (FY18)	
Debt Service to Expenditures	11.0% (FY19)	
Payout Ratio	62.0% (FY17)	

Resulting Debt Profile – Scenario 2

FY 2018 Issuance and Full 5-Year CIP



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Assumed Borrowing Amounts	
FY Issued	Amount
2018	\$ 5,613,503
2019	9,921,305
2020	3,350,000
2021	3,350,000
2022	4,350,000
2023	8,200,000
Total	\$34,784,808

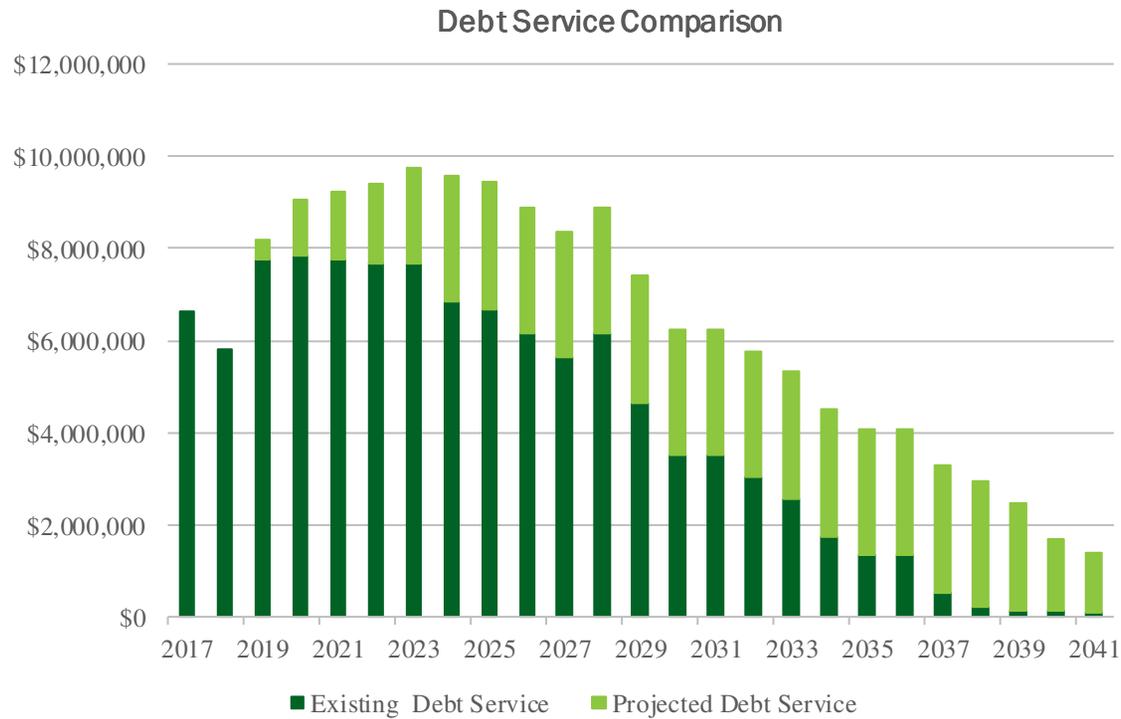
A	B	C	D	E	F	G	H	I	J
FY	Existing	General Fund Bond-Funded CIP Debt Service					FY18-23 CIP		Total
	Debt Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Debt Service	Debt Service
Total	\$105,495,316	\$8,261,028	\$15,922,224	\$5,376,253	\$5,376,253	\$6,981,105	\$13,159,784	\$55,076,647	\$160,571,963
2017	6,655,305	-	-	-	-	-	-	-	6,655,305
2018	5,832,028	-	-	-	-	-	-	-	5,832,028
2019	7,761,645	413,051	-	-	-	-	-	413,051	8,174,696
2020	7,835,363	413,051	796,111	-	-	-	-	1,209,163	9,044,526
2021	7,756,327	413,051	796,111	268,813	-	-	-	1,477,975	9,234,302
2022	7,664,313	413,051	796,111	268,813	268,813	-	-	1,746,788	9,411,101
2023	7,661,041	413,051	796,111	268,813	268,813	349,055	-	2,095,843	9,756,884
2024	6,843,078	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	9,596,910
2025	6,676,514	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	9,430,346
2026	6,139,921	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	8,893,753
2027	5,628,483	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	8,382,316
2028	6,138,484	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	8,892,316
2029	4,649,035	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	7,402,867
2030	3,511,312	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	6,265,145
2031	3,500,628	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	6,254,461
2032	3,029,191	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	5,783,024
2033	2,587,193	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	5,341,025
2034	1,746,556	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	4,500,388
2035	1,347,569	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	4,101,401
2036	1,335,697	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	4,089,530
2037	540,877	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	3,294,709
2038	222,861	413,051	796,111	268,813	268,813	349,055	657,989	2,753,832	2,976,693
2039	160,230	-	796,111	268,813	268,813	349,055	657,989	2,340,781	2,501,011
2040	161,469	-	-	268,813	268,813	349,055	657,989	1,544,670	1,706,139
2041	110,197	-	-	-	268,813	349,055	657,989	1,275,857	1,386,054

Resulting Debt Profile – Scenario 2

FY 2018 Issuance and Full 5-Year CIP



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Key Debt Ratios – Scenario 2

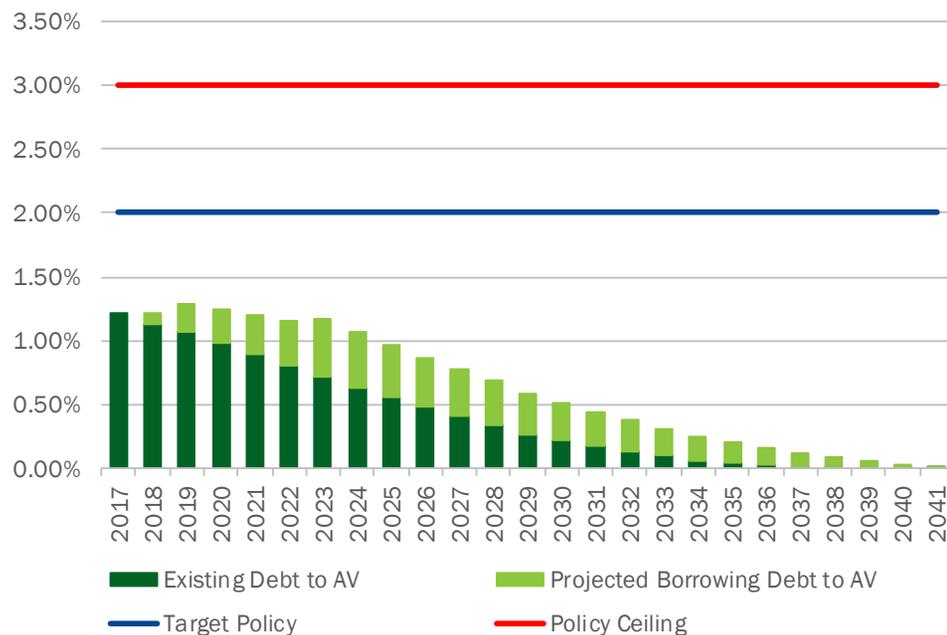
FY 2018 Issuance and Full 5-Year CIP



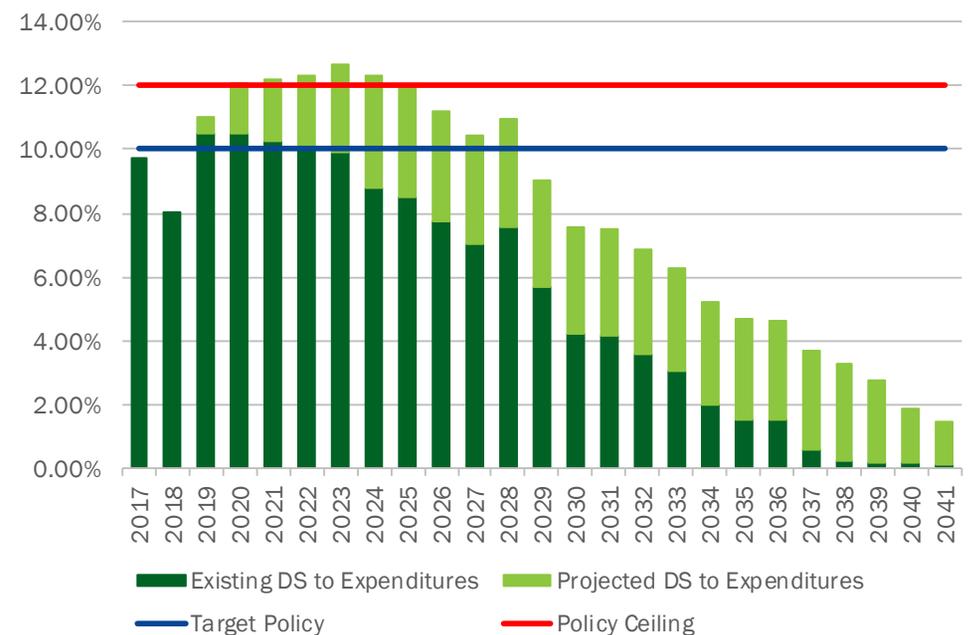
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- The projected impact on the City’s Key Debt Ratios of issuing the FY 2018 Issuance PLUS the full General Fund CIP is shown below vs. the City’s Existing Policy Target/Limits:
- *Without any structuring of the CIP or upcoming New Money Debt Service, the City is estimated to exceed the existing 12% Policy Ceiling for Debt Service vs. Expenditures.*

Projected Debt to Assessed Value



Projected Debt Service to Expenditures



* FY2018 DS to Expenditures reflects the estimated impact of the 2017 Refunding. Preliminary estimate; subject to change.

Assumed Growth in Assessed Value and Governmental Expenditures: FY 2018-19 – 2.00%; FY 2020 and After – 1.00%

Key Debt Ratio Compliance – Scenario 2

FY 2018 Issuance and Full 5-Year CIP



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	<u>Peak</u>	<u>Compliant?</u>
Debt to Assessed Value	1.29% (FY19)	
Debt Service to Expenditures	12.66% (FY23)	
Payout Ratio	62.0% (FY17)	

Key Debt Ratios – Scenario 2B (High Growth)

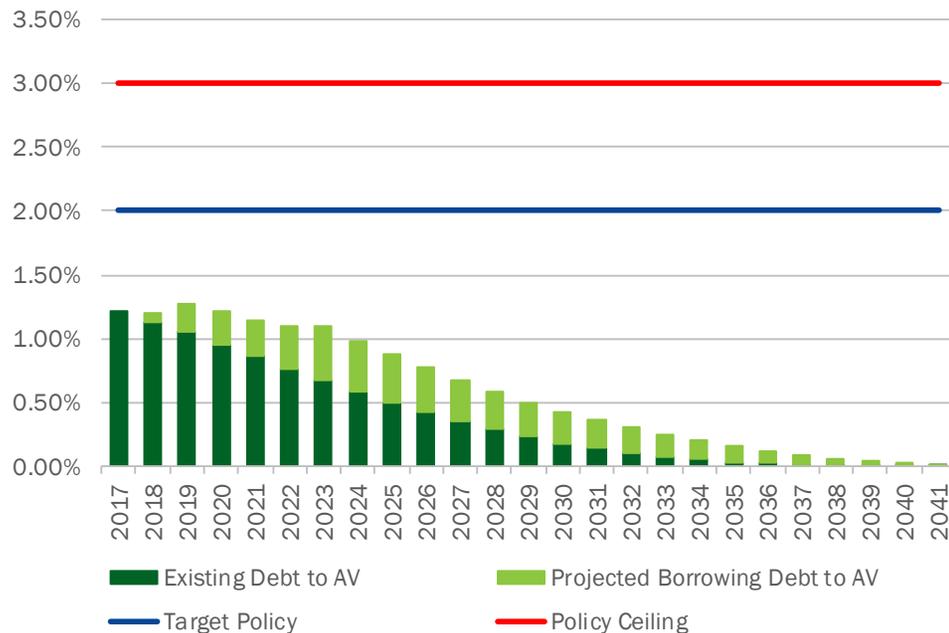
FY 2018 Issuance and Full 5-Year CIP



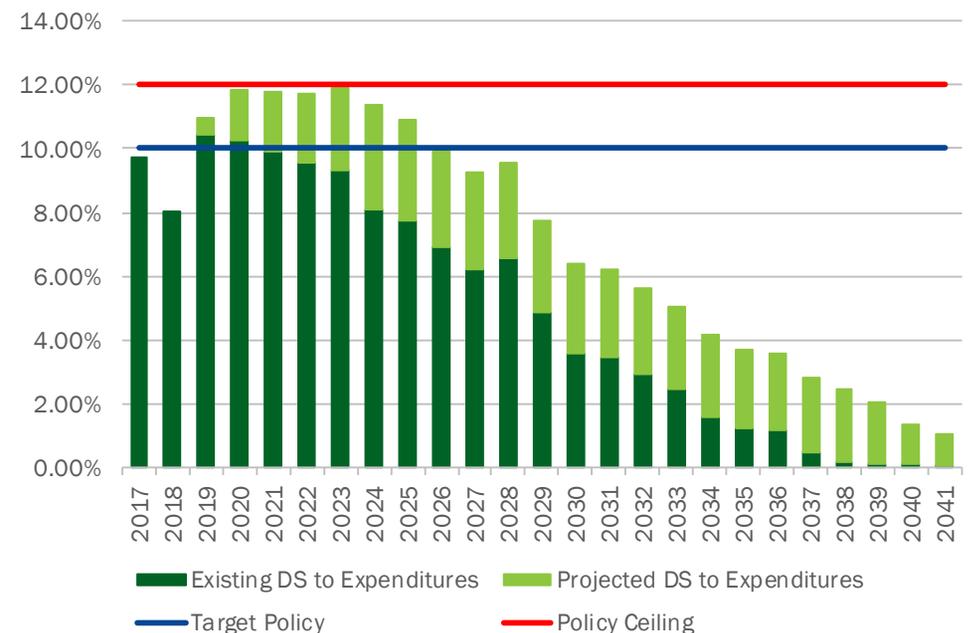
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- The various scenarios purposefully incorporate conservative growth estimates of the City’s assessable base and operating budget. It is conceivable that the City could grow in excess of these estimates and potentially alleviate the anticipated strain on its financial policies. The projected impact on the City’s Key Debt Ratios of issuing full General Fund CIP assuming high growth (2.5% in perpetuity) is shown below vs. the City’s Existing Policy Target/Limits:
- *Under the assumed, increased, growth assumptions and without any structuring of the CIP, the City remains within its current Policy Ceiling for both Debt to Assessed Value and Debt Service vs. Expenditures.*

Projected Debt to Assessed Value



Projected Debt Service to Expenditures



* FY2018 DS to Expenditures reflects the estimated impact of the 2017 Refunding. Preliminary estimate; subject to change.

Assumed Growth in Assessed Value and Governmental Expenditures: FY 2018-19 and After – 2.50%

Key Debt Ratio Compliance – Scenario 2B (High Growth)

FY 2018 Issuance and Full 5-Year CIP



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	<u>Peak</u>	<u>Compliant?</u>
Debt to Assessed Value	1.28% (FY19)	
Debt Service to Expenditures	11.87% (FY23)	
Payout Ratio	62.0% (FY17)	

Resulting Debt Profile – Scenario 3

FY 2018 Issuance and Full 5-Year CIP – “Deferred Principal” Issuance Strategy



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		A	B	C	D	E	F	G	H	I	J
		Existing	General Fund Bond-Funded CIP Debt Service					FY18-23 CIP	Total		
		FY Debt Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Debt Service	Debt Service	
Total		\$105,495,316	\$8,517,788	\$16,448,387	\$5,553,916	\$5,553,916	\$7,211,802	\$13,594,660	\$56,880,469	\$162,375,785	
2017		6,655,305	-	-	-	-	-	-	-	6,655,305	
2018		5,832,028	-	-	-	-	-	-	-	5,832,028	
2019		7,761,645	224,540	-	-	-	-	-	224,540	7,986,185	
2020		7,835,363	224,540	496,065	-	-	-	-	720,605	8,555,969	
2021		7,756,327	224,540	496,065	167,500	-	-	-	888,105	8,644,432	
2022		7,664,313	461,422	496,065	167,500	167,500	-	-	1,292,487	8,956,800	
2023		7,661,041	461,422	880,011	167,500	167,500	217,500	-	1,893,933	9,554,974	
2024		6,843,078	461,422	880,011	297,142	167,500	217,500	410,000	2,433,575	9,276,653	
2025		6,676,514	461,422	880,011	297,142	297,142	217,500	410,000	2,563,217	9,239,731	
2026		6,139,921	461,422	880,011	297,142	297,142	385,841	410,000	2,731,558	8,871,479	
2027		5,628,483	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	8,677,375	
2028		6,138,484	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	9,187,375	
2029		4,649,035	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	7,697,926	
2030		3,511,312	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	6,560,204	
2031		3,500,628	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	6,549,520	
2032		3,029,191	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	6,078,083	
2033		2,587,193	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	5,636,084	
2034		1,746,556	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	4,795,447	
2035		1,347,569	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	4,396,460	
2036		1,335,697	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	4,384,589	
2037		540,877	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	3,589,768	
2038		222,861	461,422	880,011	297,142	297,142	385,841	727,333	3,048,891	3,271,752	
2039		160,230	-	880,011	297,142	297,142	385,841	727,333	2,587,470	2,747,700	
2040		161,469	-	-	297,142	297,142	385,841	727,333	1,707,458	1,868,927	
2041		110,197	-	-	-	297,142	385,841	727,333	1,410,316	1,520,513	

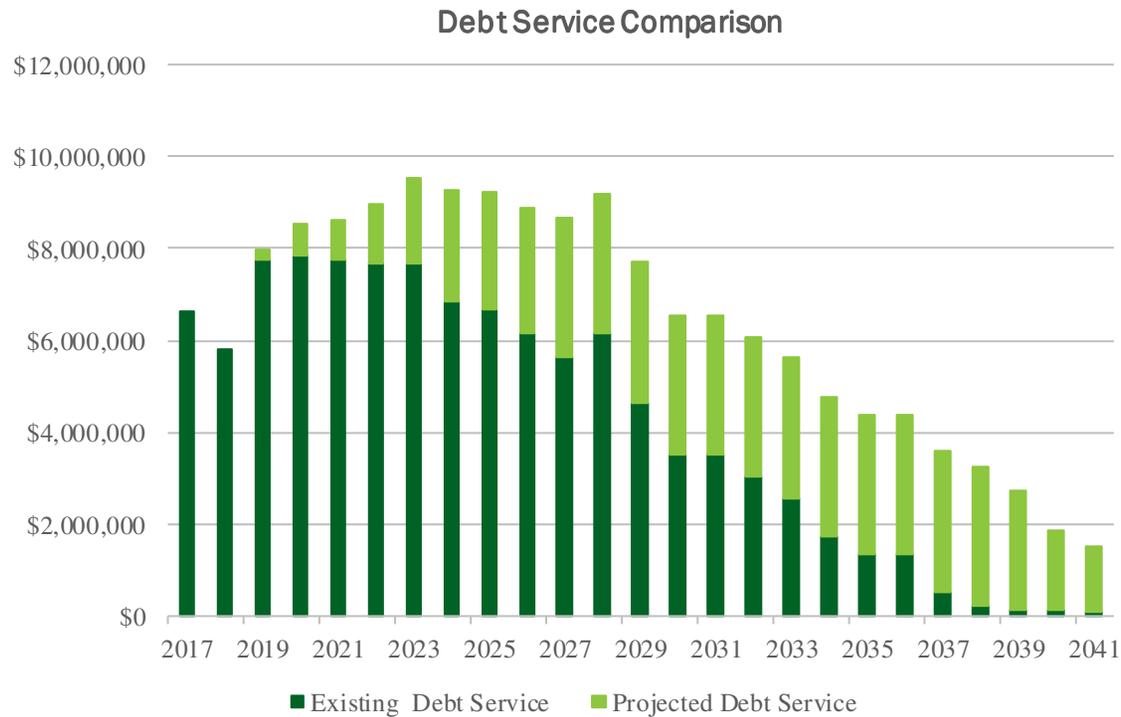
Assumed Borrowing Amounts	
FY Issued	Amount
2018	\$ 5,613,503
2019	9,921,305
2020	3,350,000
2021	3,350,000
2022	4,350,000
2023	8,200,000
Total	\$34,784,808

Resulting Debt Profile – Scenario 3

FY 2018 Issuance and Full 5-Year CIP – “Deferred Principal” Issuance Strategy



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Key Debt Ratios – Scenario 3

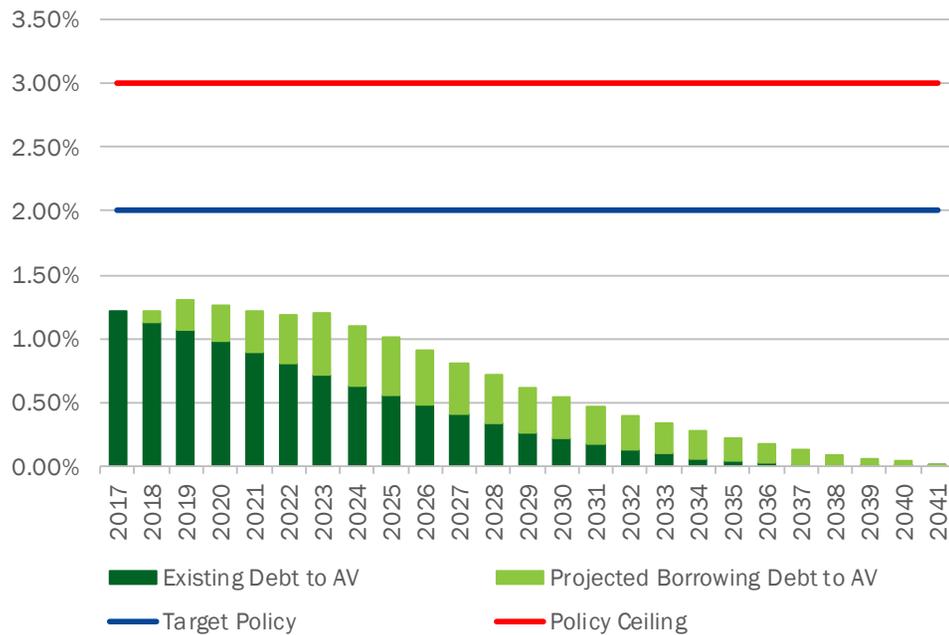
FY 2018 Issuance and Full 5-Year CIP – “Deferred Principal” Issuance Strategy



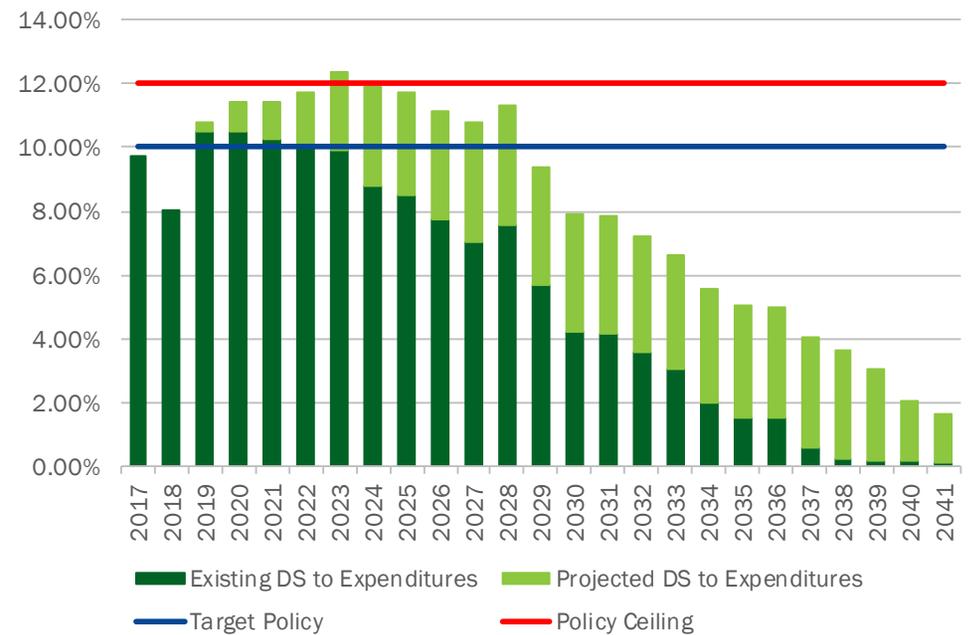
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- The projected impact on the City’s Key Debt Ratios of issuing full General Fund CIP using a deferred principal strategy is shown below vs. the City’s Existing Policy Target/Limits:
- *With a deferred principal issuance structure of the CIP and upcoming New Money Debt Service, the City is estimated to exceed the existing 12% Policy Ceiling for Debt Service vs. Expenditures.*

Projected Debt to Assessed Value



Projected Debt Service to Expenditures



* FY2018 DS to Expenditures reflects the estimated impact of the 2017 Refunding. Preliminary estimate; subject to change.

Assumed Growth in Assessed Value and Governmental Expenditures: FY 2018-19 – 2.00%; FY 2020 and After – 1.00%

Key Debt Ratio Compliance – Scenario 3

FY 2018 Issuance and Full 5-Year CIP – “Deferred Principal” Issuance Strategy



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	<u>Peak</u>	<u>Compliant?</u>
Debt to Assessed Value	1.30% (FY19)	
Debt Service to Expenditures	12.40% (FY23)	
Payout Ratio	62.0% (FY17)	

Resulting Debt Profile – Scenario 4

FY 2018 Issuance and Full 5-Year CIP – “Bond Anticipation Note (BAN)” Issuance Strategy



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		A	B	C	D	E	F	G	H	I	J
		Existing	General Fund Bond-Funded CIP Debt Service					FY18-23 CIP	Total		
		FY Debt Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Debt Service	Debt Service	
Total		\$105,495,316	\$9,429,853	\$16,666,322	\$5,627,503	\$5,627,503	\$7,307,355	\$13,774,784	\$58,433,320	\$163,928,636	
2017		6,655,305	-	-	-	-	-	-	-	6,655,305	
2018		5,832,028	-	-	-	-	-	-	-	5,832,028	
2019		7,761,645	140,338	-	-	-	-	-	140,338	7,901,983	
2020		7,835,363	140,338	248,033	-	-	-	-	388,370	8,223,733	
2021		7,756,327	140,338	248,033	83,750	-	-	-	472,120	8,228,447	
2022		7,664,313	450,442	248,033	83,750	83,750	-	-	865,975	8,530,288	
2023		7,661,041	450,442	796,111	83,750	83,750	108,750	-	1,522,803	9,183,844	
2024		6,843,078	450,442	796,111	268,813	83,750	108,750	205,000	1,912,866	8,755,944	
2025		6,676,514	450,442	796,111	268,813	268,813	108,750	205,000	2,097,929	8,774,442	
2026		6,139,921	450,442	796,111	268,813	268,813	349,055	205,000	2,338,234	8,478,154	
2027		5,628,483	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	8,419,706	
2028		6,138,484	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	8,929,707	
2029		4,649,035	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	7,440,258	
2030		3,511,312	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	6,302,535	
2031		3,500,628	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	6,291,851	
2032		3,029,191	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	5,820,414	
2033		2,587,193	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	5,378,416	
2034		1,746,556	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	4,537,779	
2035		1,347,569	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	4,138,792	
2036		1,335,697	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	4,126,920	
2037		540,877	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	3,332,100	
2038		222,861	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	3,014,084	
2039		160,230	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	2,951,453	
2040		161,469	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	2,952,692	
2041		110,197	450,442	796,111	268,813	268,813	349,055	657,989	2,791,223	2,901,420	

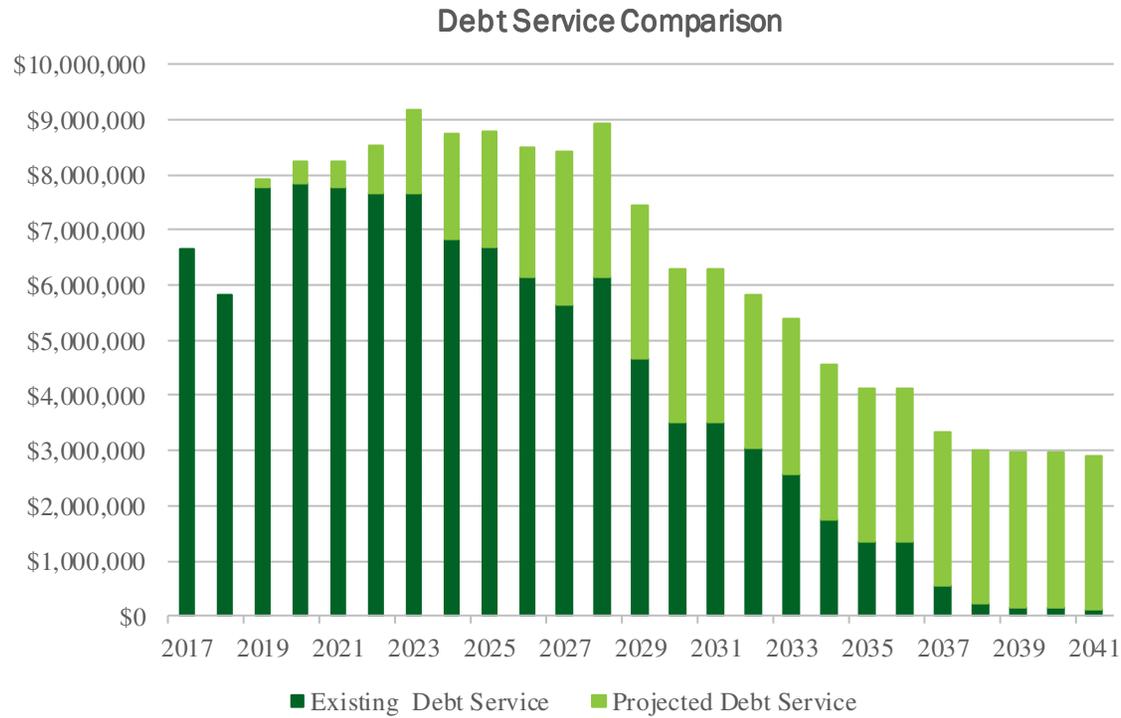
Assumed Borrowing Amounts	
FY Issued	Amount
2018	\$ 5,613,503
2019	9,921,305
2020	3,350,000
2021	3,350,000
2022	4,350,000
2023	8,200,000
Total	\$34,784,808

Resulting Debt Profile – Scenario 4

FY 2018 Issuance and Full 5-Year CIP – “Bond Anticipation Note (BAN)” Issuance Strategy



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Key Debt Ratios – Scenario 4

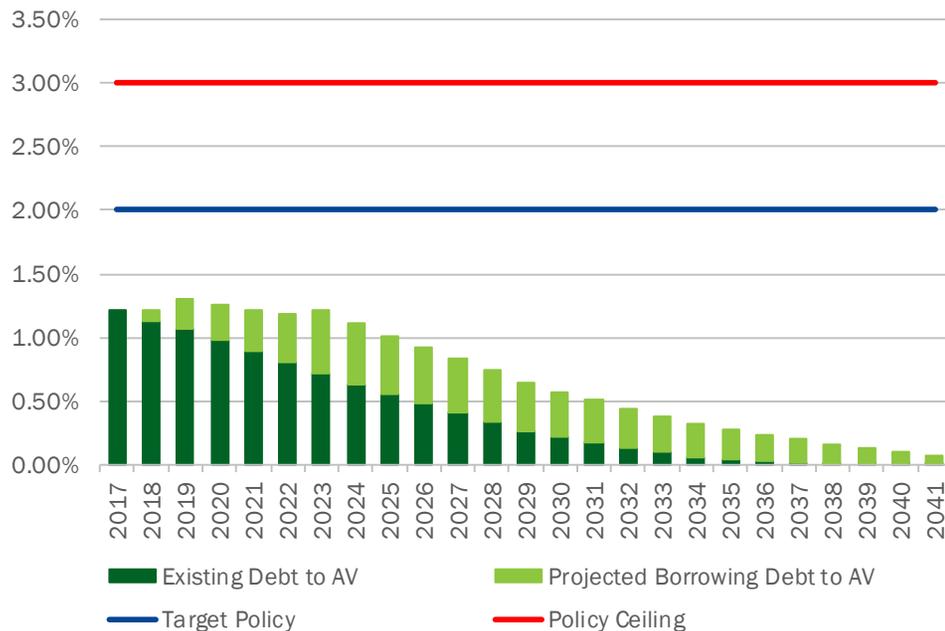
FY 2018 Issuance and Full 5-Year CIP – “Bond Anticipation Note (BAN)” Issuance Strategy



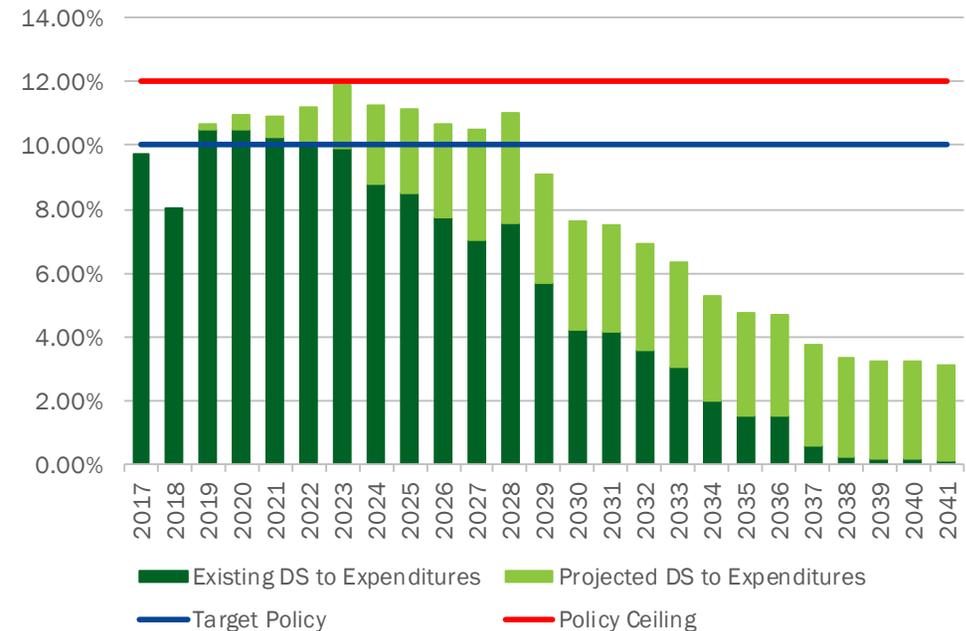
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- The projected impact on the City’s Key Debt Ratios of issuing the full General Fund CIP using a Bond Anticipation Note (“BAN”) strategy is shown below vs. the City’s Existing Policy Target/Limits:
- *Through the use of a BAN issuance structure of the CIP and upcoming New Money Debt Service, the City is estimated to remain within the existing 12% Policy Ceiling for Debt Service vs. Expenditures.*

Projected Debt to Assessed Value



Projected Debt Service to Expenditures



* FY2018 DS to Expenditures reflects the estimated impact of the 2017 Refunding. Preliminary estimate; subject to change.

Assumed Growth in Assessed Value and Governmental Expenditures: FY 2018-19 – 2.00%; FY 2020 and After – 1.00%

Key Debt Ratio Compliance – Scenario 4

FY 2018 Issuance and Full 5-Year CIP – “Bond Anticipation Note (BAN)” Issuance Strategy



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	<u>Peak</u>	<u>Compliant?</u>
Debt to Assessed Value	1.30% (FY19)	<input checked="" type="checkbox"/>
Debt Service to Expenditures	11.91% (FY23)	<input checked="" type="checkbox"/>
Payout Ratio	62.0% (FY17)	<input checked="" type="checkbox"/>

Additional Considerations – “BAN” Strategy



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- Address and alleviate anticipated strain on debt service to expenditures policy;
- Borrowing on the shorter end of the yield curve (3-year rate versus 20-year blended rate);
- Doesn't place strain on other financial policies (e.g. payout ratio or debt to assessed value);
- Structure / Drawdown flexibility:
 - Flexibility to better match the timing of projects and the timing of borrowing.
- Principal payment flexibility:
 - Long-Term financing can be structured to meet the future (then current) needs of the City.
- Interest Rate Risk – Uncertainty over future interest rates for long-term financing; and,
- Market Access Risk – Uncertainty over future market access for long-term financing:
 - Market Specific factors (e.g. market cataclysm) could reduce or inhibit market access
 - City Specific factors (e.g. financial difficulties, credit concerns) could reduce market access.

Municipal Advisor Disclaimer



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City of Annapolis

Financial Policy Statement

Fund Balance Reserve Policy

Purpose: The purpose of this financial policy is to promote and maintain best practices in the City's financial management. The intent of this policy is to: protect the City against negative economic cycles, to provide sufficient financial flexibility during cycles of declining revenues and for pay-go capital expenditures, to provide guidance that generates consistent outcomes, to provide consistent financial performance over time and to provide financial benchmarks for City operations.

Procedures: The City shall establish the following Fund Balance Categories above and beyond Unassigned Fund Balance for **the general fund, appropriated governmental funds and enterprise funds.**

- ***Rainy Day Fund;*** the City shall maintain a "Rainy Day Fund" with a balance between 15-20% of revenues.

The balance in this fund shall be identified as "Rainy Day," and as such, expenditures from this fund balance classification shall only be used during extreme revenue shortfalls and/or for emergency appropriations. Appropriations from this fund balance classification shall be by supermajority, majority plus one, of the City Council.

If an appropriation from this category causes the balance to fall below the minimum threshold of 15%, such an appropriation must be accompanied by a reserve replenishment plan that restores the Fund Balance to the minimum level within the subsequent three fiscal years. Both the appropriation and the replenishment plan shall require an affirmative supermajority vote, majority plus one, of the City Council.

- ***Budget Stabilization Fund;*** the City shall maintain a budget stabilization fund which is in excess of the "Rainy Day" fund. The balance in this category shall range between 5 and 10% of revenues.

The purpose of this fund is to accumulate balances over and beyond the Rainy Day fund. This fund is the City's first line of defense during a tight budget years and can be utilized to balance a budget or to address an immediate need. However, it is not meant to be a recurring source of funding for ongoing operations. Consequently, there may be an occasional use of this fund to support a recurring expenditure in order to balance the budget, but this should be the exception and future budgets shall use recurring, ongoing and identifiable funding sources.

At year end of each fiscal year, the Budget Stabilization Fund shall receive 50% of the prior year's operating surplus as calculated per the audited Comprehensive Annual Financial Report. Additional contributions may be made via direct appropriation.

- *Capital Reserve Fund*; the City shall maintain a Capital Reserve Fund for the purpose of paying for ongoing capital expenditures.

The purpose of this fund is to pay for the investment, reinvestment and maintenance of the City's capital infrastructure. Recognizing that these assets are critical in maintaining the City's financial stability, that they provide core services and maintain the quality of life for residents and businesses while also attracting future economic development and tourism, it is imperative that the City maintain a Capital Reserve Fund which provides for funding capital expenditures.

Funding for the Capital Reserve shall come from 50% of excess operating surplus so long that the thresholds established for the Budget Stabilization and Rainy Day funds are maintained. Additional contributions may be made via direct appropriation.

Expenditures from the Capital Reserve Fund must be made as an appropriation by the City Council and may be used for the following:

- *Payment for debt service that was used for fund capital projects*
- *To fund capital expenditures*
- *For capitalization expenditures*

City of Annapolis Community Grant Funding FY 2018

The FY 2018 Community Grant Applications have been organized into the service categories outlined in the City Code §6.16.060(b), with subcategories added in some instances, to aid the reader in quickly identifying the purpose of the program.

CATEGORY 1 (numbering of categories is not an indication of ranking)

Provide services that sustain and empower youth, families and individuals to move towards an improved quality of life and sustainability

	FY 2017 Adopted	FY 2018 Requested	FY 2018 Proposed Allocations (\$298,000)
Food Programs for Children/Youth			
Feed A Healthy Mind	4,000	10,000	4,000
Heritage Baptist Church (Backpack Buddies)	3,500	3,500	3,500
Education Programs for Children/Youth			
AA Comm. Action Agency/Green Summer Works	-	5,000	1,000
Anne Arundel County Public Library	12,100	16,154	10,000
Boys and Girls Club of Annapolis & AACo	6,000	8,104	6,000
Chesapeake Children's Museum	1,500	14,000	1,500
Compass Rose Studio Theatre	1,400	2,500	2,000
Creating Communities, Inc	4,000	10,000	5,000
Seeds 4 Success	2,000	10,000	2,000
Start the Adventure in Reading (STAIR)	-	4,500	1,000
Mentoring/Life Skills Programs for Children/Youth			
Box of Rain Foundation	2,500	10,000	5,000
Restoration Community Development Corp	12,000	20,000	10,000
Education Programs for Adults			
Center of Help (Centro De Ayuda)	12,000	25,000	10,000
OIC of Anne Arundel County	12,000	30,000	12,000
Homelessness/Addiction Programs			
Anne Arundel County Dept of Social Services	7,000	20,000	8,000
He Opens Paths to Everyone (HOPE for All)	-	20,000	1,000
Lighthouse Shelter	20,000	25,000	20,000
Samaritan House	-	15,000	6,000
We Care and Friends	40,000	53,020	40,000
Services for Youth and Adults			
Annapolis Maritime Museum	-	24,150	5,000
Annapolis Youth Services Bureau/AA Community Action A	28,000	28,000	28,000
Annapolis Wellness House	5,000	24,000	3,000
Baltimore Neighborhoods Inc	3,500	3,500	2,000
Partners In Care	3,000	10,000	3,000
Bloomsbury Square Parking Assistance	2,200	2,200	1,500

City of Annapolis Community Grant Funding FY 2018

CATEGORY 2

Provide programs that preserve and enhance a community's character

	FY 2017 Adopted	FY 2018 Requested	FY 2018 Proposed Allocations (\$298,000)
Arts in Public Places (AIPPC)	14,300	15,300	15,300
Bates Legacy Center	28,000	28,000	28,000
Historic Annapolis Foundation	10,000	17,300	10,000
Kunta Kinte-Alex Haley	3,000	3,000	2,200
Maryland Hall for the Creative Arts	18,000	25,000	20,000
University of MD Archeological Project	8,000	-	-

CATEGORY 3

Provide programs that contribute to a vibrant economy

	FY 2017 Adopted	FY 2018 Requested	FY 2018 Proposed Allocations (\$298,000)
Annapolis Film Festival	-	15,000	1,000
Volunteer Center of Anne Arundel County	4,000	5,000	3,000

CATEGORY 4

Provide programs that are integral to community revitalization, economic development and environmental sustainability

	FY 2017 Adopted	FY 2018 Requested	FY 2018 Proposed Allocations (\$298,000)
Annapolis Londontown/4 Rivers	28,000	28,000	28,000
Mu Rho Uplift Foundation	-	50,000	-
GRAND TOTAL	295,000	580,228	298,000

FISCAL IMPACT NOTE

Legislation No: R-15-17

First Reader Date: 4-3-17

REVISED Note Date: 5-8-17

Legislation Title: **Position Classifications and Pay Plan**

Description: For the purpose of approving the FY 2018 position classification and pay plan effective July 1, 2017.

Analysis of Fiscal Impact: The pay plan includes a one percent (1%) cost of living adjustment (COLA) effective January 1, 2018. It also includes a twenty-two (22) year longevity step at a full value of 5.361% for the Fire Union for grades F10 through F15 and a seventeen (17) year longevity step at a full value of 5.361% for the Police Union for grades P10 through P13. The fiscal impact is reflected in the departmental salary budgets in the FY 2018 Annual Operating Budget.

Pay Scale Effective 07/01/2017 GRADE (7.5%)	STEP (5.361%)											
	1	2	3	4	5	6	7	8	9	10	11	12
A01	23,704.19	24,975.36	26,314.18	27,724.65	29,210.68	30,777.31	32,427.15	34,165.30	35,996.87	37,927.03		
A02	25,482.16	26,847.90	28,287.84	29,804.56	31,401.92	33,085.03	34,859.03	36,727.72	38,696.26	40,771.04		
A03	27,393.83	28,862.54	30,409.96	32,040.62	33,758.29	35,566.83	37,473.93	39,483.42	41,600.44	43,830.08		
A04	29,448.02	31,026.89	32,689.55	34,443.04	36,288.71	38,234.21	40,284.67	42,443.92	44,719.64	47,116.96		
A05	31,656.52	33,353.82	35,141.89	37,025.94	39,011.15	41,102.54	43,305.30	45,627.11	48,073.06	50,650.85		
A06	34,031.07	35,856.09	37,777.25	39,803.41	41,937.07	44,184.62	46,553.77	49,049.65	51,678.66	54,449.71		
A07	36,583.39	38,545.23	40,611.05	42,788.23	45,081.86	47,498.38	50,045.46	52,728.19	55,555.55	58,532.71		
A08	39,326.74	41,435.33	43,656.03	45,997.01	48,462.18	51,060.42	53,798.23	56,681.90	59,720.47	62,922.87		
A09	42,275.78	44,541.74	46,930.09	49,446.44	52,097.18	54,890.00	57,832.57	60,932.58	64,198.97	67,640.70		
A10	45,446.74	47,883.64	50,449.90	53,154.42	56,004.81	59,006.26	62,170.27	65,503.20	69,015.36	72,714.37		
A11	48,855.73	51,475.15	54,234.68	57,141.41	60,205.57	63,433.58	66,833.07	70,416.88	74,191.41	78,169.45		
A12	52,518.92	55,334.14	58,301.03	61,426.62	64,719.90	68,188.51	71,845.29	75,696.63	79,754.02	84,030.28		
A13	56,458.36	59,484.96	62,674.55	66,034.39	69,574.68	73,304.42	77,233.81	81,374.41	85,736.44	90,332.67		
A14	60,693.12	63,946.81	67,374.49	70,986.46	74,792.98	78,801.74	83,026.80	87,478.42	92,168.09	97,108.64		
A15	65,243.82	68,741.45	72,426.39	76,309.72	80,400.36	84,711.20	89,252.42	94,036.80	99,078.48	104,390.19		
A16	70,138.36	73,898.30	77,859.71	82,034.85	86,432.71	91,066.06	95,947.76	101,091.80	106,511.05	112,220.84		
A17	75,398.77	79,440.43	83,700.05	88,187.51	92,914.29	97,895.82	103,143.54	108,672.84	114,499.12	120,637.68		
A18	81,052.97	85,398.53	89,976.86	94,799.65	99,882.25	105,237.52	110,878.20	116,823.49	123,086.22	129,684.27		
A19	87,131.84	91,803.31	96,724.66	101,909.69	107,373.74	113,129.59	119,193.92	125,584.64	132,317.09	139,410.48		
A20	93,666.24	98,688.10	103,978.06	109,552.18	115,425.80	121,614.27	128,132.99	135,002.38	142,240.44	149,866.27		
F10	41,775.63	44,015.42	46,374.83	48,860.58	51,480.76	54,239.90	57,148.37	60,211.93	63,439.73	66,841.01	70,424.35	74,199.80
F11	44,909.88	47,317.90	49,854.20	52,527.19	55,342.63	58,309.69	61,435.27	64,729.72	68,199.90	71,856.16	75,708.38	79,767.10
F12	48,278.20	50,866.19	53,593.18	56,466.05	59,493.99	62,682.76	66,043.81	69,584.06	73,315.01	77,244.67	81,385.75	85,748.84
F13	51,897.60	54,679.84	57,611.29	60,700.12	63,954.35	67,382.02	70,994.65	74,800.26	78,810.33	83,036.35	87,487.92	92,178.15
F14	55,789.47	58,780.65	61,931.51	65,251.22	68,750.12	72,435.11	76,318.82	80,410.44	84,721.47	89,263.38	94,048.79	99,090.75
F15	59,974.82	63,190.46	66,577.95	70,146.92	73,907.72	77,869.56	82,043.89	86,442.20	91,077.16	95,959.09	101,103.45	106,523.61
F16	64,472.40	67,928.80	71,570.14	75,406.76	79,450.15	83,709.48	88,197.40	92,925.40	97,907.26	103,155.61	108,685.79	
F17	69,309.76	73,025.53	76,940.26	81,065.20	85,410.69	89,989.36	94,813.85	99,896.79	105,253.12	110,895.48	116,840.60	
F18	74,507.54	78,502.48	82,710.12	87,144.07	91,815.76	96,739.05	101,924.23	107,388.54	113,145.75	119,211.97	125,602.93	
F20	86,101.86	90,717.63	95,581.17	100,705.47	106,104.30	111,792.60	117,785.31	124,099.64	130,752.85	137,762.13	145,147.56	
P10	48,425.08	51,021.78	53,756.22	56,638.52	59,675.55	62,874.26	66,245.69	69,796.73	73,538.37	77,480.53	81,634.27	
P11	52,059.46	54,850.56	57,790.87	60,888.73	64,153.74	67,592.88	71,215.79	75,033.49	79,057.08	83,294.85	87,760.28	
P12	55,962.85	58,962.60	62,123.95	65,453.95	68,963.54	72,661.05	76,556.16	80,659.90	84,984.71	89,540.26	94,340.52	
P13	60,159.17	63,384.11	66,781.78	70,361.85	74,135.37	78,109.23	82,295.84	86,707.74	91,357.25	96,254.10	101,414.29	
P15	68,158.59	71,812.06	75,661.93	79,719.06	83,992.94	88,495.76	93,239.71	98,238.31	103,505.16	109,053.75		
P17	78,765.41	82,987.81	87,436.45	92,124.85	97,063.86	102,267.00	107,749.25	113,525.39	119,611.72	126,024.64		
P18	84,672.99	89,212.37	93,995.60	99,033.49	104,343.68	109,936.97	115,831.02	122,040.56	128,583.48	135,475.96		
P20	97,849.53	103,094.69	108,621.63	114,445.21	120,580.33	127,044.62	133,855.76	141,032.64	148,592.83	156,559.55		

Pay Scale
Effective
01/01/2018
GRADE
(7.5%)

Includes a 1% COLA effective 01/01/2018

STEP (5.361%)

	1	2	3	4	5	6	7	8	9	10	11	12
A01	23,941.23	25,225.11	26,577.32	28,001.90	29,502.79	31,085.08	32,751.42	34,506.95	36,356.84	38,306.30		
A02	25,736.98	27,116.38	28,570.72	30,102.61	31,715.94	33,415.88	35,207.62	37,095.00	39,083.23	41,178.76		
A03	27,667.77	29,151.17	30,714.06	32,361.02	34,095.87	35,922.50	37,848.67	39,878.25	42,016.44	44,268.38		
A04	29,742.50	31,337.16	33,016.44	34,787.47	36,651.60	38,616.55	40,687.51	42,868.36	45,166.83	47,588.13		
A05	31,973.08	33,687.36	35,493.31	37,396.20	39,401.26	41,513.56	43,738.35	46,083.38	48,553.79	51,157.36		
A06	34,371.38	36,214.65	38,155.03	40,201.45	42,356.44	44,626.46	47,019.31	49,540.15	52,195.44	54,994.21		
A07	36,949.23	38,930.68	41,017.16	43,216.11	45,532.68	47,973.37	50,545.91	53,255.47	56,111.10	59,118.03		
A08	39,720.00	41,849.68	44,092.59	46,456.98	48,946.80	51,571.03	54,336.21	57,248.71	60,317.68	63,552.10		
A09	42,698.54	44,987.16	47,399.39	49,940.91	52,618.15	55,438.90	58,410.90	61,541.90	64,840.96	68,317.10		
A10	45,901.21	48,362.48	50,954.40	53,685.97	56,564.86	59,596.33	62,791.97	66,158.23	69,705.51	73,441.52		
A11	49,344.28	51,989.90	54,777.03	57,712.83	60,807.62	64,067.92	67,501.40	71,121.04	74,933.32	78,951.15		
A12	53,044.11	55,887.48	58,884.04	62,040.88	65,367.10	68,870.40	72,563.74	76,453.59	80,551.56	84,870.59		
A13	57,022.95	60,079.81	63,301.30	66,694.73	70,270.43	74,037.46	78,006.15	82,188.16	86,593.80	91,236.00		
A14	61,300.06	64,586.28	68,048.23	71,696.33	75,540.91	79,589.76	83,857.07	88,353.21	93,089.78	98,079.73		
A15	65,896.26	69,428.86	73,150.65	77,072.81	81,204.37	85,558.31	90,144.94	94,977.17	100,069.26	105,434.09		
A16	70,839.74	74,637.28	78,638.31	82,855.19	87,297.04	91,976.72	96,907.23	102,102.72	107,576.16	113,343.05		
A17	76,152.76	80,234.83	84,537.05	89,069.38	93,843.44	98,874.77	104,174.97	109,759.57	115,644.11	121,844.06		
A18	81,863.50	86,252.51	90,876.63	95,747.65	100,881.07	106,289.89	111,986.98	117,991.72	124,317.08	130,981.11		
A19	88,003.16	92,721.34	97,691.90	102,928.78	108,447.47	114,260.89	120,385.86	126,840.49	133,640.26	140,804.58		
A20	94,602.91	99,674.98	105,017.84	110,647.71	116,580.06	122,830.41	129,414.32	136,352.41	143,662.84	151,364.93		
F10	42,193.39	44,455.58	46,838.57	49,349.18	51,995.56	54,782.30	57,719.86	60,814.04	64,074.12	67,509.42	71,128.59	74,941.79
F11	45,358.97	47,791.08	50,352.74	53,052.46	55,896.05	58,892.79	62,049.62	65,377.02	68,881.90	72,574.73	76,465.46	80,564.77
F12	48,760.99	51,374.85	54,129.11	57,030.71	60,088.93	63,309.58	66,704.25	70,279.90	74,048.16	78,017.11	82,199.61	86,606.33
F13	52,416.57	55,226.63	58,187.40	61,307.12	64,593.89	68,055.84	71,704.60	75,548.27	79,598.43	83,866.72	88,362.80	93,099.93
F14	56,347.36	59,368.46	62,550.82	65,903.73	69,437.62	73,159.46	77,082.01	81,214.55	85,568.69	90,156.01	94,989.28	100,081.66
F15	60,574.57	63,822.36	67,243.73	70,848.39	74,646.80	78,648.25	82,864.33	87,306.62	91,987.93	96,918.68	102,114.48	107,588.84
F16	65,117.13	68,608.09	72,285.84	76,160.83	80,244.65	84,546.57	89,079.37	93,854.66	98,886.33	104,187.17	109,772.65	
F17	70,002.86	73,755.78	77,709.66	81,875.85	86,264.80	90,889.25	95,761.99	100,895.76	106,305.65	112,004.43	118,009.00	
F18	75,252.62	79,287.51	83,537.22	88,015.51	92,733.92	97,706.44	102,943.47	108,462.43	114,277.21	120,404.09	126,858.96	
F20	86,962.88	91,624.81	96,536.98	101,712.52	107,165.34	112,910.53	118,963.17	125,340.64	132,060.38	139,139.76	146,599.04	
P10	48,909.33	51,532.00	54,293.78	57,204.90	60,272.30	63,503.00	66,908.14	70,494.70	74,273.76	78,255.34	82,450.61	
P11	52,580.05	55,399.06	58,368.78	61,497.62	64,795.28	68,268.81	71,927.95	75,783.82	79,847.65	84,127.80	88,637.89	
P12	56,522.47	59,552.23	62,745.19	66,108.49	69,653.17	73,387.66	77,321.72	81,466.49	85,834.56	90,435.67	95,283.92	
P13	60,760.76	64,017.95	67,449.59	71,065.47	74,876.73	78,890.33	83,118.80	87,574.82	92,270.82	97,216.64	102,428.43	
P15	68,840.18	72,530.18	76,418.55	80,516.25	84,832.86	89,380.72	94,172.11	99,220.69	104,540.21	110,144.29		
P17	79,553.07	83,817.69	88,310.81	93,046.09	98,034.50	103,289.67	108,826.74	114,660.64	120,807.84	127,284.88		
P18	85,519.72	90,104.50	94,935.56	100,023.82	105,387.12	111,036.34	116,989.33	123,260.96	129,869.32	136,830.72		
P20	98,828.03	104,125.64	109,707.84	115,589.67	121,786.13	128,315.07	135,194.32	142,442.97	150,078.76	158,125.15		

**Proposed Budget Wayfinding Amendment
 FY18 Capital Improvements Budget
 FY18 Operating Budget**

FY18 Capital Improvements Budget Amendment:

Amend the FY18 Capital Improvements Budget by adding the Wayfinding Signage (Project 50011) in the Parking Enterprise Fund and funding it through bond financing:

Parking Fund		FY18 Proposed Funding			
Project #	Project	Bonds	Operating	Other	Total
50011	Wayfinding Signage	615,820	-	-	615,820
Total Parking Fund:		615,820	-	-	615,820

FY18 Operating Budget Amendment:

Amend the FY18 Operating Budget by adding debt service expense to the Parking Fund and realizing increased Off Street Parking Revenues through improved signage:

		FY 2018 Mayor	Amendment	FY 2018 Council
PARKING FUND				
<u>Revenues</u>				
Off Street Parking Charges				
1829	Miscellaneous	0.00	47,000.00	47,000.00
<u>Expenditures</u>				
Non-Allocated Expenses				
<u>Debt</u>				
1899	Bond Principal (GO Bonds)	(599,365.00)	(19,505.09)	(618,870.09)
1900	Bond Interest (GO Bonds)	(633,775.00)	(27,494.91)	(661,269.91)
NET AMENDMENT			0.00	

Additions to the FY-18 Capital Improvement Program

Russell Street Reconstruction

The project to reconstruct Russell Street between Smithville and West streets will improve pedestrian, vehicular and bicycle access from West Street to the Bates Center and Spa Creek Trail. Improvements will include a new sidewalk on the west side of the street, a bicycle lane on the southbound lane, and curb and gutters on both sides of the street. The estimated costs for the project phases are \$130,000 for planning and design; \$132,000 for land acquisition; and \$678,000 for construction and project management. Following are the recommended amounts for phasing the project:

Year 1	\$111,000 (includes funding for planning/design, land acquisition, and proj mgmt)
Year 2	\$159,000 (includes funding for design, land acquisition, and proj mgmt)
Year 3	<u>\$670,000</u> (includes funding for construction and proj mgmt)
Total	\$940,000

Maynard Burgess House

In August 2013, the City received bids for the weatherization of the exterior of the building and the interior renovation/remodeling of the first floor. Due to the bids exceeding the project budget, only the exterior weatherization was completed. The cost of the interior work in the low bid was \$358,000. Design is complete for the work, so the package could be re-bid after updating the plans and specifications to remove the weatherization work. With 4+ years of inflation, the cost estimate for the interior work is **\$400,000**.

Barbud Lane Reconstruction

The project will include installation of curb and gutters on both sides of the street, sidewalk on one side, and intermittent parking lanes. The street resurfacing and drainage improvements are no longer included in this project. Following are the phased project costs:

Year 1	\$48,000 (land acquisition)
	\$82,000 (update the bid package to reflect the reduced project scope)
Year 2	<u>\$500,000</u> (construction)
Total	\$630,000

R-17-17 Proposed Finance Committee Amendments

Amendment #1

On page 52, after: Tokens in bulk per 100 insert: a line for THE CIRCULATOR and change the fee from \$1,00 to no fee.

Amendment #2

On page 27, in section 17.10.180.B. under Stormwater utility strike: ~~\$10.22~~ and insert: \$15.00; strike: ~~\$39.02~~ and insert: \$60.00; strike: ~~\$78.03~~ and insert: \$120.00; and strike ~~\$130.05~~ and insert: \$195.00. This increase is in lieu of the two percent increase in effect for all Stormwater fees per the City Code, section 17.10.180.B. for Fiscal Year 2018.

CITY OF ANNAPOLIS FINANCIAL ADVISORY COMMISSION
c/o Frederick C. Sussman, Esq., Chair
125 West Street, 4th Floor
Annapolis, Maryland 21401
(410) 268-6600
fsussman@councilbaradel.com

May 15, 2017

BY E-MAIL

Mayor and City Council of the City of Annapolis
160 Duke of Gloucester Street
Annapolis, Maryland 21401

Re: Ordinance 12-17 (City's FY 2018 Operating Budget)

Dear Mayor Pantelides and Members of the City Council:

I am writing to you on behalf of the City of Annapolis Financial Advisory Commission ("Commission" or "FAC") to explain the Commission's concerns regarding Ordinance 12 -17 (City's FY 2018 Operating Budget). The City Council referred Ordinance 12-17 to the FAC for review and recommendation. At this point, all that was available to the FAC for consideration was the Mayor's proposed budget. The FAC discussed the Mayor's proposed lean budget with the Finance Director and City Manager.

First, the Mayor's proposed FY 2018 Operating Budget represents a reasonable spending plan with one significant exception. For several years the FAC has strongly urged the City to increase and maintain its unrestricted fund balance and to not use unrestricted fund balance as a revenue source to fund appropriations that are recurring and reasonably can be anticipated. Last year we wrote to you: "The accumulated fund balance exists for the purpose of addressing significant financial stress caused by an economic downturn or consequential unanticipated financial emergencies. Neither of these two conditions exist to warrant drawing down the unrestricted fund balance. The direction and trend of the City's fund balance will doubtless be noted by the bond rating agencies and will be likely to affect the City's bond rating in the future and thus the City's ability to borrow money for necessary capital investments."

The City has made good strides in achieving unrestricted fund balance objectives. It is troubling to see that the Mayor's proposed FY 2018 budget uses approximately \$330,000 of fund balance as a revenue source for the annual sidewalk replacement program. The FAC agrees that the sidewalk replacement program is an operating expense but disagrees that fund balance should be used for this purpose. Rather, the FAC urges that sidewalk replacement be funded entirely with PAYGO. In order to raise the PAYGO revenue to fund the sidewalk replacement program, the City Council should reject the proposed property tax rate decrease, maintain a constant tax rate from FY 2017, and use the additional tax revenues raised to fund the sidewalk replacement program.

Second, for several years the FAC has urged the City to engage in performance based budgeting to provide better transparency to the budget process, to allow a comprehensive evaluation of budgetary priorities, and to provide enhanced accountability for expenditure of funds. Although such a budgeting process takes several years to fully implement, the City had begun to make strides towards implementation in FY 2017. Therefore, it is distressing to the FAC to hear that the City abandoned a performance based budgeting approach for FY 2018 and has reverted to the more traditional line item budget process. The FAC urges the Mayor City Council to resume performance based budgeting for FY 2019.

The FAC thanks you for the opportunity to weigh in on the proposed FY 2018 operating budget. The FAC stands ready to review and comment on further iterations of the FY 2018 operating budget as it progresses through the legislative process.

Sincerely,

Frederick C. Sussman

Frederick C. Sussman, Chair

cc: Commission Members (By e-mail)
Bruce Miller, Finance Director (By e-mail)
Thomas Andrews, City Manager (By e-mail)
Jacquelyn Lee, Legislative and Policy Analyst (By e-mail)
Regina Watkins-Eldridge, City Clerk (By e-mail)



City of Annapolis

Signature Copy

Ordinance: O-21-17

160 Duke Of
Gloucester Street
Annapolis, MD 21401

File Number: O-21-17

Annual Operating Budget: Fiscal Year 2018 - For the purposes of adopting an operating budget for the City of Annapolis for Fiscal Year 2018; appropriating funds for expenditures for Fiscal Year 2018; defraying all expenses and liabilities of the City of Annapolis and levying same for the purposes specified; specifying certain duties of the Director of Finance; and specifying a rate of interest to be charged upon overdue-property taxes.

**CITY COUNCIL OF THE
City of Annapolis**

Ordinance 21-17 Amended

Introduced by: Mayor Pantelides

**Referred to
Financial Advisory Commission
Finance Committee**

AN ORDINANCE concerning

Annual Operating Budget: Fiscal Year 2018

FOR the purposes of adopting an operating budget for the City of Annapolis for Fiscal Year 2018; appropriating funds for expenditures for Fiscal Year 2018; defraying all expenses and liabilities of the City of Annapolis and levying same for the purposes specified; specifying certain duties of the Director of Finance; and specifying a rate of interest to be charged upon overdue-property taxes.

WHEREAS, pursuant to Section 6.16.010 of the Annapolis City Code, on April 3, 2017, the Mayor submitted to the City Council the proposed annual operating budget for Fiscal Year 2018; and

WHEREAS, on April 24, May 8, and May 22, 2017 the Annapolis City Council held public hearings on the operating budget for the City of Annapolis for Fiscal Year 2018 and the constant yield tax rate; and

WHEREAS, the citizens of Annapolis, employees of the City of Annapolis and all interested persons have been given an opportunity to express their views concerning the Fiscal Year 2018 budget; and

NOW THEREFORE:

SECTION I: BE IT ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that a tax rate of (\$0.6449) on each one hundred dollars (\$100.00) of assessable property in the City of Annapolis be and the same is hereby imposed on all assessable property for the fiscal year ending June 30, 2018, to be collected pursuant to the provisions contained in Article VII of the Charter of the City of Annapolis and all other provisions pertaining to tax levies in said Charter, the said tax rate of (\$0.6449) on each one hundred dollars (\$100) shall be used for the operation of the General Fund of the City of Annapolis.

SECTION II: AND BE IT ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that a tax rate of One Dollar Ninety-Four Cents (\$1.94) on each one hundred dollars (\$100.00) of personal and operating property in the City of Annapolis be and the same is hereby imposed on all personal and operating property for the fiscal year ending June 30, 2018, to be collected pursuant to the provisions contained in Article VII of the Charter of the City of Annapolis and all other provisions pertaining to tax levies in said Charter, the said tax rate of One Dollar Ninety-Four Cents (\$1.94) on each one hundred dollars (\$100) shall be used for the operation of the General Fund of the City of Annapolis.

SECTION III: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that it shall be the duty of the Director of Finance of the City of Annapolis to collect the sums set apart for the several funds, to keep separate receipts and amounts thereof, to deposit the same to the credit of funds as required by the several Acts and Ordinances relating to and providing for the several bonds issued, and to receive on account thereof only current money and legal tender of the United States.

SECTION IV: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that taxes levied by this Ordinance remaining unpaid on October 1, 2018, except for taxpayers who elect to make a partial payment before October 1 with the balance due later as allowed by State law, shall be overdue, and from and after that date shall bear interest, to be collected with said taxes, at the rate of one and one-half percent (1.5%) per month until paid.

SECTION V: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that the annual operating budget for Fiscal Year 2018 available at <http://www.annapolis.gov> is hereby approved and finally adopted for such fiscal year; and funds for all expenditures for the purposes specified in the budget for Fiscal Year 2018 are hereby appropriated in the amounts therein specified and will be used by the City in the sums itemized in said budget hereby adopted for the principal objectives and purposes thereof, and the total sum of funds herein provided for the respective departments and major operating units thereof, boards, commissions and agencies.

SECTION VI: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that this Ordinance shall take effect on July 1, 2017.

EXPLANATION

CAPITAL LETTERS indicate matter added to existing law.

~~Strikethrough~~ indicates matter stricken from existing law.
Underlining indicates amendments.

ADOPTED this 19th day of June, 2017.

Aye: 6 Mayor Pantelides, Alderman Budge, Alderwoman Pindell Charles, Alderwoman Finlayson, Alderman Kirby and Alderman Pfeiffer

Nay: 3 Alderman Paone, Alderman Littmann and Alderman Arnett

THE ANNAPOLIS
CITY COUNCIL Michael J. Pantelides
Michael J. Pantelides

Date 6-28-2017

ATTEST Regina C. Watkins-Eldridge
Regina C. Watkins-Eldridge, MMC

Date 6/29/17



City of Annapolis

Signature Copy

Ordinance: O-22-17

160 Duke Of
Gloucester Street
Annapolis, MD 21401

File Number: O-22-17

Capital Budget Fiscal Year 2018 - For the purpose of adopting a capital budget for Fiscal Year 2018; and appropriating funds for expenditures for the Fiscal Year 2018 capital budget.

**CITY COUNCIL OF THE
City of Annapolis**

Ordinance 22-17

Introduced by: Mayor Pantelides

Referred to
Planning Commission
Financial Advisory Commission
Finance Committee

AN ORDINANCE concerning

Capital Budget Fiscal Year 2018

FOR the purpose of adopting a capital budget for Fiscal Year 2018; and appropriating funds for expenditures for the Fiscal Year 2018 capital budget.

WHEREAS, pursuant to Section 6.16.030 of the Annapolis City Code, on April 3, 2017, the Mayor submitted to the City Council a capital budget for the ensuing fiscal year and a capital improvement program for the ensuing five fiscal years; and

WHEREAS, O-22-17 was referred to the Planning Commission, which held a meeting after proper public notice, to receive evidence and testimony as it judged to be relevant to the consideration of the capital budget and capital improvement program; and

WHEREAS, on May 8, 2017, the Annapolis City Council held a public hearing on the capital budget for the City of Annapolis for Fiscal Year 2018; and

WHEREAS, the attached capital improvement budget for Fiscal Year 2018 is submitted to the Annapolis City Council for its consideration and approval.

NOW, THEREFORE:

SECTION I: BE IT ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that pursuant to Section 6.16.030 of the Annapolis City Code, the capital budget for Fiscal Year 2018, attached to this ordinance and made a part hereof, be and the same is hereby adopted and approved.

SECTION II: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that funds for all expenditures for the purposes specified in the capital budget for Fiscal Year 2018 are hereby appropriated in the amounts therein specified and will be used by the City in the sums itemized in said budget hereby adopted for the principal objectives and purposes thereof, and the total sum of funds herein provided for the respective departments and major operating units thereof, boards, commissions and agencies.

SECTION III: AND BE IT FURTHER ESTABLISHED AND ORDAINED BY THE ANNAPOLIS CITY COUNCIL that this Ordinance shall take effect on July 1, 2017.

EXPLANATION

CAPITAL LETTERS indicate matter added to existing law.

~~Strikethrough~~ indicates matter stricken from existing law.

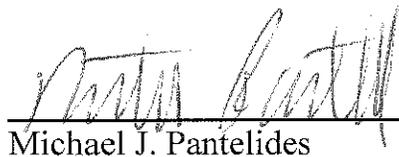
Underlining indicates amendments.

ADOPTED this 12th day of June, 2017.

Aye: 8 Mayor Pantelides, Alderman Budge, Alderman Paone, Alderwoman Pindell Charles, Alderwoman Finlayson, Alderman Kirby, Alderman Pfeiffer and Alderman Arnett

Nay: 1 Alderman Littmann

THE ANNAPOLIS
CITY COUNCIL



Michael J. Pantelides

Date

6-23-2017

ATTEST



Regina C. Watkins-Eldridge, MMC

Date

6/23/17



City of Annapolis

Signature Copy

Resolution: R-17-17

160 Duke Of
Gloucester Street
Annapolis, MD 21401

File Number: R-17-17

FY 2018 Fees Schedule Effective July 1, 2017 - For the purpose of specifying fees that will be charged for the use of City services for FY 2018.

**CITY COUNCIL OF THE
City of Annapolis**

Resolution 17-17

Introduced by: Mayor Pantelides

**Referred to
Financial Advisory Commission
Finance Committee**

A RESOLUTION concerning

FY 2018 Fees Schedule Effective July 1, 2017

FOR the purpose of specifying fees that will be charged for the use of City services for FY 2018.

WHEREAS, Section 6.16.050 requires that, concurrent with the submission of the proposed annual budget, the Mayor shall submit to the City Council a proposed schedule of fees.

NOW THEREFORE BE IT RESOLVED BY THE ANNAPOLIS CITY COUNCIL that the FY 2018 Fees Schedule shall be as attached.

AND BE IT FURTHER RESOLVED BY THE ANNAPOLIS CITY COUNCIL that the FY 2018 Fees Schedule shall take effect on July 1, 2017, or on the date of adoption, whichever date is later.

EXPLANATION

CAPITAL LETTERS indicate matter added to existing law.

~~Strikethrough~~ indicates matter stricken from existing law.

Underlining indicates amendments.

ADOPTED this 12th day of June, 2017.

Aye: 6 Alderman Budge, Alderwoman Pindell Charles, Alderwoman Finlayson, Alderman Kirby, Alderman Pfeiffer and Alderman Arnett

Nay: 3 Mayor Pantelides, Alderman Paone and Alderman Littmann

THE ANNAPOLIS
CITY COUNCIL



Michael J. Pantelides

Date 6-23-2017

ATTEST



Regina C. Watkins-Eldridge, MMC

Date 6/23/17

Section	Type of Fee	Amount of Fee FY 2017
2.48.100	Fee for application, appeal, or other action to Board of Appeals	\$250.00
2.52.030	Petition for annexation	\$4,000.00
4.20.050	Filing fees for nomination to public office	
	Mayor	\$120.00
	Alderman	\$60.00
	Central committee	\$50.00
6.04.140	Lien certificate	\$50.00
6.28.020	Covered emergency medical services	
	BLS transport	\$700.00
	ALS transport	\$700.00
	ALSII transport	\$750.00
6.04.210	Fee for bounced checks, City-wide standard	\$50.00
	Non-covered emergency medical services	\$500.00
	Merchant service charge for all electronic payments	2% of total transaction cost
	Credit collection pass-through	\$55.00
7.04.030	Fee for transfer of license of alcoholic beverage	
	½ of the annual fee not to exceed	\$500.00
7.08.010	Fee for each license	\$50.00
7.08.020	Billposters per year	\$50.00
7.08.030	Bowling alleys per year	\$50.00
7.08.040	Miniature golf courses & other outdoor amusements, per year	\$50.00
7.08.050	Each pole, per year	\$100.00
7.08.060	Theater, per year	\$50.00
7.12.120	Alcoholic beverage license, each application	\$225.00
7.12.250	.a.b.c Plus on-premises wine tasting	plus 33% of the base licensing fee
7.12.280	For alcoholic beverage license	
	Refillable container license for holders of A, B, D and E classes of alcoholic beverage licenses	With current off-sale privilege plus \$50.00. Without current off-sale privilege plus

Section	Type of Fee	Amount of Fee FY 2017
		\$500.00.
	A, off sale, package goods:	
	-1 six a.m. to twelve midnight, Monday through Saturday	
	Beer	\$730.00
	Beer and light wine	\$1,810.00
	Beer, wine and liquor	\$3,280.00
	c. Plus on-premises wine consumption	plus 25% of the base license fee
	-2 six a.m. to midnight, seven days per week (special Sunday license)	
	Beer	\$880.00
	Beer and light wine	\$2,320.00
	Beer, wine and liquor	\$4,140.00
	b. Plus beer and wine tasting	plus \$480.00
	c. Plus on-premises wine consumption	plus 25% of the base license fee
	B, restaurants:	
	-1 Only with meals, six a.m. to midnight, Monday through Saturday	
	Beer	\$510.00
	Beer and light wine	\$1,190.00
	Beer, wine and liquor	\$1,890.00
	-2 Only with meals, six a.m. to midnight, seven days per week (Special Sunday license)	
	Beer	\$760.00
	Beer and light wine	\$1,470.00
	Beer, wine and liquor	\$2,230.00
	-3 On sale, six a.m. to midnight, Monday through Saturday	
	Beer	\$680.00
	Beer and light wine	\$1,890.00
	Beer, wine and liquor	\$2,940.00
	-4 On sale, six a.m. to midnight, seven days per week	

Section	Type of Fee	Amount of Fee FY 2017
	(Special Sunday license)	
	Beer	\$1,190.00
	Beer and light wine	\$2,410.00
	Beer, wine and liquor	\$3,800.00
	.x In addition, sales as authorized from midnight to two a.m.	
	Beer	plus \$410.00
	Beer and light wine	plus \$1,020.00
	Beer, wine and liquor	plus \$1,360.00
	a. In addition, off-sale Monday through Saturday during hours	
	Beer	plus \$210.00
	Beer and light wine	plus \$410.00
	Beer, wine and liquor	plus \$920.00
	b. In addition, off-sale Sunday during authorized hours (Special Sunday license)	
	Beer	\$110.00
	Beer and light wine	\$160.00
	Beer, wine and liquor	\$410.00
	C, clubs:	
	On sale, six a.m. to two a.m., seven days per week	
	Beer	\$1,130.00
	Beer and light wine	\$1,890.00
	Beer, wine and liquor	\$2,260.00
	D, taverns:	
	-1 On sale, six a.m. to midnight, seven days per week (Special Sunday license)	
	Beer	\$1,130.00
	Beer and light wine	\$2,070.00
	Beer, wine and liquor	\$3,090.00
	a. In addition, off-sale, Monday through Saturday during authorized hours	
	Beer	\$560.00
	Beer and light wine	\$680.00

Section	Type of Fee	Amount of Fee FY 2017
	Beer, wine and liquor	\$1,070.00
	b. In addition, off-sale Sunday during authorized hours	
	(Special Sunday license)	
	Beer	\$160.00
	Beer and light wine	\$250.00
	Beer, wine and liquor	\$420.00
	E, hotels:	
	-1 On sale, six a.m. to midnight, seven days per week	
	(Special Sunday license)	
	Beer	\$1,020.00
	Beer and light wine	\$2,410.00
	Beer, wine and liquor	\$3,460.00
	.x In addition, sales as authorized from midnight to two a.m.	
	Beer	\$610.00
	Beer and light wine	\$1,020.00
	Beer, wine and liquor	\$1,890.00
	a. In addition, off-sale Monday through Saturday during authorized hours	
	Beer	\$410.00
	Beer and light wine	\$610.00
	Beer, wine and liquor	\$820.00
	b. In addition, off-sale Sunday during authorized hours	
	(Special Sunday license)	
	Beer	\$160.00
	Beer and light wine	\$210.00
	Beer, wine and liquor	\$280.00
	F, yacht clubs:	
	All hours, on sale, seven days per week (Special Sunday license)	
	Beer	\$2,270.00
	Beer and light wine	\$4,560.00
	Beer, wine and liquor	\$6,830.00

Section	Type of Fee	Amount of Fee FY 2017
	ICA, Institutions for the Care of the Aged:	
	On sale, seven days per week during authorized hours	
	Beer, wine and liquor	\$2,660.00
	WB, wine bars	\$2,300.00
7.12.330	Temporary special class C license to clubs	
	One-day beer (per day)	\$50.00
	One-day beer, wine and liquor (per day)	\$75.00
7.16.020	Application for a carnival or circus license	\$55.00
7.16.030	Fee for carnival or circus license	
	Class A licenses: carnivals (excluding carnivals operated by fraternal, religious or charitable organizations or volunteer fire companies)	
	From 1 to 10 concessions (per week)	\$120.00
	From 1 to 20 concessions (per week)	\$225.00
	From 1 to 40 concessions (per week)	\$450.00
	More than 40 concessions (per week)	\$560.00
	Class B licenses: Circuses per week, not prorated to a per-day basis	\$85.00
	Class C licenses: amusement devices, per annum, per device	\$50.00
	Class D licenses: arcade, per annum	\$560.00
	Class E licenses: claw machines, per annum, per device	\$450.00
	Class F licenses: pinball games, per annum, per device	\$450.00
	Class G licenses: console games, spinner-type, per annum, per device	\$450.00
	Class H licenses: console games, spinner-type or bell-type, single coin chute, per annum, per device	\$450.00
	Class I licenses: console games	
	Ball-type, single-coin-chute type, per annum, per device	\$60.00
	2 or more coin chutes, per annum, per device	\$510.00
	Class J licenses: distributor's license, per annum	\$560.00
	Class K licenses: one-arm bandit, per annum	\$450.00
	Class L licenses: shuffleboards, bowlers, bowling tables, pool tables and similar games requiring a five-cent, ten-cent or twenty-	\$60.00

Section	Type of Fee	Amount of Fee FY 2017
	five-cent coin for operation, in connection with which no prizes or awards, including free replays, are dispensed or given in any manner whatsoever, per annum, per device	
	Class M licenses: electronic video games, per annum, per device	\$120.00
7.20.010	Fee for a closing-out-sale license	
	For a period not exceeding 10 days	\$120.00
	For a period not exceeding 20 days	\$230.00
	For a period not exceeding 30 days	\$340.00
7.24.010	License for fortunetelling per year	\$50.00
7.28.030	Space for sale of Christmas trees: 15 days or any portion of 15 days for each 10 feet	\$50.00
7.32.030	Nonrefundable application fee for massage parlor license	\$50.00
7.32.050	License fee for massage parlor per year	\$1,120.00
7.36.040	License fee for pawnbroker per year	\$50.00
7.40.040	Nonrefundable application fee for peddlers and hawkers license	\$50.00
7.40.070	Fee for peddlers and hawkers	
	20 days or less (per day)	\$50.00
	20 days or more	\$340.00
7.42.010	Annual fee for a sidewalk café permit	\$340.00
7.44.020	Licensing fee for solicitor (amount per person regardless of number of people in a group)	\$50.00
7.48.350	Fee for replacement of lost taxicab license card or badge	\$50.00
7.48.440	Fee for each taxicab registered shall BE be	
	New license	\$400.00 \$300.00
	Renewal	\$200.00 \$150.00
7.48.500	Nonrefundable application fee for a taxicab driver's license	\$50.00
7.48.530	Registration fee for taxicab driver's license	\$60.00
<u>7.48.610</u>	<u>TRANSPORTATION NETWORK SERVICE FEE</u>	<u>\$0.25</u>
7.52.040	Towing license fee	
	Nonrefundable filing fee	\$50.00
	License	\$50.00
	Renewal	\$50.00

Section	Type of Fee	Amount of Fee FY 2017
7.56.020	Annual fee for permit to provide valet parking service	\$50.00
7.56.030	Nonrefundable filing fee for permit to provide valet parking service	\$110.00
<u>8.04.010</u>	<u>BACKYARD CHICKEN COOP PERMIT</u>	<u>\$100.00</u>
10.16.160	Annual fee for trash collection from dwelling units within the City	\$261.25 205.00
10.16.200	Annual fee for each private trash collector permit	
	Refuse hauler permit (1—5 vehicles)	\$210.00
	Re-inspection fee	\$50.00
	Refuse hauler permit (6—10 vehicles)	\$260.00
	Re-inspection fee	\$50.00
	(Refuse hauler permit (11 or more vehicles)	\$310.00
	Re-inspection fee	\$50.00
10.18.055	Commercial Recycling	
	Cost per container	\$15.00
	Cost of collection, 1st container	\$104.00
	Cost of collection, per each additional	\$50.00
	Administrative cost	\$50.00
10.28.090	Swimming pool fees	
	Fee for obtaining a public swimming pool operation permit	\$55.00
	Fee for obtaining a public swimming pool operator's license	\$50.00
	No fee shall be charged for a public swimming pool lifeguard's license	
12.20.110	Nonrefundable annual permit fee. Fee may be waived for any City resident submitting proof of age above sixty years	\$35.00
12.20.230	Special parking permit for transport and contractors, daily fee per space	\$35.00
12.24.020	Hourly rate per parking meter	\$2.00
12.28.040	Annual fee for certificate of registration for parking lots and parking places	\$35.00
12.28.150	Annual license fee for conducting a parking lot or parking station incident to another business	\$35.00
12.32.110	Fee for a residential parking permit in special residential parking districts	

Section	Type of Fee	Amount of Fee FY 2017
	At an address with no off-street parking:	
	Per annum for one vehicle	\$55.00
	Per annum for a second vehicle	\$75.00
	Per annum for each vehicle thereafter	\$100.00
	At an address with off-street parking	
	Per annum for one vehicle	\$75.00
	Per annum for each vehicle thereafter	\$100.00
	Districts No. 3 and 4, per annum	\$55.00
	District No. 5	\$55.00
12.32.140A	Multiple-day or single-day temporary residential parking permit (for 10 permits)	\$35.00
12.32.140B	Multiple-day or single-day temporary residential parking permit for medical personnel	\$10.00
12.54.010	Nonstandard Vehicle Permit	
	New	\$110.00
	Renewal	\$55.00
12.54.020	Nonrefundable application fee for Nonstandard Vehicle Operator Permit	\$35.00
12.54.020	Nonstandard Vehicle Operator Permit, per year	\$35.00
14.04.020	Permit for installation of any sidewalk or any new section of sidewalk	\$50.00
14.04.080	Inspection of installed sidewalk	\$50.00
14.08.040	Fee for a permit for each driveway to be constructed or for each lowering or raising a curb	\$35.00
14.12.095	Permit for tree removal	
	Application fee	\$50.00
	Permit fee	\$100.00
14.18.060	Special Event permit fee	\$100.00
14.20.010	Permit to obstruct public streets, lanes, alleys, sidewalks or footways	
	Nonrefundable permit fee	\$50.00
	Obstruction permit reinspection fee	\$50.00
	For each extension or change to the original permit	\$50.00

Section	Type of Fee	Amount of Fee FY 2017
14.20.030	Fee for permit to dig up, relay or obstruct street	
	Streets and/or sidewalk openings:	
	50 square feet or less	\$60.00
	Reinspection fee	\$50.00
	51 to 200 square feet	\$75.00
	Reinspection fee	\$50.00
	Each additional 250 square feet	\$20.00
	Tunneling-cutting, digging or excavating for the emplacement of utilities under the street, sidewalk or ground:	
	50 linear feet or less	\$25.00
	51 to 200 linear feet	\$45.00
	Each additional 25 linear feet	\$10.00
14.28.020	Nonrefundable fee to file petition to have City acquire a private street	\$560.00
15.10.020	Fees—Vessels up to 17 LOA at all public City Facilities except (1) City Dock slips and bulkheads, (2) Street-end Parks and, (3) City Public Moorings Dinghies to 17 feet. Must demonstrably be in use as tender to larger vessel to obtain permission to dock	no charge
15.10.020	Fees—No Prorating (checkout 12 noon or upon departure, whichever comes first). 3 hour minimum after 5:00 p.m.	
	Docking Fee	
	Hourly	
	Up to 3 hours, up to 40 feet LOA, includes showers and electricity, per hour	\$8.00
	Up to 3 hours, over 40 feet LOA, up to 60 feet LOA, includes showers and electricity, per hour	\$10.00
	Up to 3 hours, 60 or greater feet LOA, includes showers and electricity, per hour	\$15.00
	Over 3 hours or after 5:00 p.m.	Daily fee or balance thereof
	Daily (over 3 hours or after 5:00 p.m.) Includes showers, per foot LOA, minimum \$40.00	\$2.25
	Reserved Dockage- (west side only) per foot per day	\$3.25
	Paid in advance	

Section	Type of Fee	Amount of Fee FY 2017
	Docking fees: holiday premium adjustments	
	A holiday surcharge of fifty cents (\$0.50) per foot will be added to all transient docking rates during each of the following time frames:	
	1. Naval Academy graduation and Memorial Day holiday weekend; a total premium period of 11 days, adjusted annually to begin each year the Friday before graduation and reverting to regular fees the Tuesday after the Memorial Day holiday	
	2. Independence Day holiday; a total premium period of 11 days, adjusted annually to begin each year to bracket Independence Day from Friday the weekend before July 4th and reverting to regular fees on Tuesday 11 days later and after the holiday	
	3. Labor Day holiday; a total premium period of six days, adjusted annually to begin each year the Wednesday before Labor Day and reverting to regular fees the Tuesday after the Labor Day holiday	
	Docking Fees: weekend premium adjustments. A weekend surcharge of fifty cents (\$0.50) per foot will be added to all transient docking rates during Fridays and Saturdays beginning each year the Friday following Memorial Day and ending after the first Saturday in October. The weekend surcharge will not be added to docking rates on days when the holiday surcharge applies	
	Dock Utilities	
	Transient:	
	Each 20 Amp Outlet (per day)	\$5.00
	Each 30 Amp Outlet (per day)	\$8.00
	Each 50 Amp Outlet (per day)	\$15.00
	Winter Weekly:	
	Each 20 Amp Outlet (per Week)	\$20.00
	Each 30 Amp Outlet (per Week)	\$30.00
	Each 50 Amp Outlet (per Week)	\$56.00
	Moorings in Main Mooring Field - Moorings numbered 1—40 (inclusive) Public Mooring Fee (includes showers)	
	Hourly	\$35.00
	Daily	\$35.00
	Weekly	\$210.00

Section	Type of Fee	Amount of Fee FY 2017
	Moorings in St. Mary's Cove - Moorings numbered 41—60 (inclusive) Public Mooring Fee (includes showers)	
	Hourly	\$25.00
	Daily	\$25.00
	Weekly	\$150.00
	Public Mooring Fee - All Others - Moorings numbered 61—76 (inclusive) (includes showers)	
	Hourly	\$30.00
	Daily	\$30.00
	Weekly	\$180.00
	Winter Weekly Docking Fees (A Week is defined as Monday through Sunday)	
	Winter Waiting List Application Fee (will be credited to winter docking rent upon first arrival or after November 1st.	\$50.00
	Winter Docking Fees (Arrival and departure weeks will be prorated. Other weeks may be prorated at Harbormaster's Option)	
	Storage per week, per foot LOD	\$2.00
	Fees—Vessels up to 17 LOA, at all public City Facilities except (1) City Dock slips and bulkheads, (2) Street-end Parks and, (3) City Public Moorings Dinghies to 17 feet. Must demonstrably be in use as tender to larger vessel to obtain permission to dock	
	Transient (no more than 48 hours consecutive docking)	no charge
	At City Dinghy Dock (Kunta Kinte Park) and all public street endings and park docks per day	no charge
	At any City public mooring, see Summer and Winter Public Mooring Fees, above	
	Storage (more than 48 hours consecutive docking)	
	Dinghies up to 12 feet at all public street endings, bulkheads, and park docks per foot per year in advance for sticker (included in private mooring fee)	no charge
	Fees—Commercial Operations—Year Round	
	Passenger Carrying—Charter Dock Space may be reserved in advance, moorings shall not be used:	
	Leased operations	Per lease

Section	Type of Fee	Amount of Fee FY 2017
	Occasional charter, subject to terms of Charter Policy, per foot LOD per 90-Minute round-trip at charter dock or other space assigned by Harbormaster	\$2.50
	After 90 minutes, per foot per hour	\$0.25
	Commercial Fishing, Crabbing, or Oystering—no reserved slips	
	Workboat actively engaged with certificate, current receipts, and current DNR number, per week, moorings shall not be used	\$20.00
	Buyboat actively engaged with certificate, current receipts, and current DNR number, per week, moorings shall not be used	\$30.00
	Fees—Private Moorings—May not be prorated:	
	Waiting List Application	\$50.00
	Private mooring application fee	\$50.00
	Private mooring permit fee, resident, per year	\$1,000.00
	Private mooring permit fee, non-resident, per year	\$1,800.00
	Private mooring permit fee, commercial per year	\$1,920.00
	Street end dinghy permit (available only on medical hardship), annual	\$50.00
	Fees—Miscellaneous Services:	
	FAX incoming, first page	\$2.00
	FAX incoming, after first page	\$1.00
	FAX Outgoing, first page	\$3.00
	FAX Outgoing, after first page	\$2.00
	FAX international surcharge in addition to above fees	\$5.00
	Copies per page	\$0.25
	Showers for anchored boaters per person (Not provided for non-boaters)	\$1.00
	Holding Tank Pumpouts, up to first 50 gallons	\$5.00
	Holding Tank Pumpouts, after 50 gallons, per gallon	\$0.10
	Doubled Fees for vessels found in violation of Title 15 of the City Code, other delinquency fees	
	In addition to prescribed fines, and applicable towing/storage fees, any accrued fees named herein shall be doubled for any vessel found in violation of any provision of Title 15	accrued fees doubled
	Late payment of winter storage fees (after Thursday of each	\$15.00

Section	Type of Fee	Amount of Fee FY 2017
	week)	
	Late payment of private mooring fees (after April 15th)	\$150.00
	Note: Exceptions to fees named herein may only be granted per City Code 15.10.020 and 6.04.210	
	Truxtun Boat Launch	
	Per launch	\$8.00
	Annual pass, valid May 1st through April 30th each year (to conform all annual permits with Section 15.20.110)	\$75.00
	Tucker St. Annual Boat Trailer Permit, Valid May 1st through April 30th each year (to conform all annual permits with Section 15.20.110)	\$25.00
15.16.040	Port Wardens hearing application fee	\$200.00
15.16.050	G. The fee for filing an appeal to port wardens decision shall be as follows:	
	1 For appeals concerning working boat yards and private piers with four or fewer slips	\$500.00
	2 For appeals for other facilities, including marinas, yacht clubs, commercial piers or private piers with five or more slips	\$750.00
15.20.070	Building permit for marina, yacht club, community pier, or private pier with 5 or more slips	
	See Section 17.12.056 Building permit—Fees—Reinspection	
15.20.110	Mooring permit see 15.10.020	
15.20.130	Grading permit	
	See Section 17.08.080 Grading permit—Fees—Reinspection	
15.20.180	Use Permit	
	See Section 17.12.026 Use permit fee schedule	
16.04.010	Permit and inspection fee for tapping existing mains	
	50 square feet or less	\$30.00
	51 to 200 square feet	\$50.00
	Each additional 250 square foot unit or portion	\$20.00
16.04.020	Tapping machine rental	
	Rental cost per inch but no charge for sprinkler main tapping	\$110.00
	Conditional upon adoption of O-14-13	

Section	Type of Fee	Amount of Fee FY 2017
16.04.060	For job values over \$25,000.00, the Utility Contractor inspection fee is 4.5 percent of estimated construction cost	
	For job values of \$25,000.00 or less, the utility contractor inspection fee is greater of ½ of one percent of contract	
16.04.070	Chlorine or bacteria testing charge per test	\$110.00
16.16.160	Discharge permit for discharging or proposing to discharge into a public sewer	
	Annual application fee for waste haulers that collect within the City	\$25.00
	Wastewater discharge permits	
	Non-residential users	
	1 year permit—application fee	\$110.00
	3 year permit—application fee	\$100.00 in addition to fees below
	5 year permit—application fee	\$560.00
	Late fee (for the first month late)	\$25.00
	Significant users—Five-year permit	
	Application fee per connection to City sanitary sewer	\$900.00
	Automotive permit—non-residential users	
	Class 1	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$385.00
	Class 2	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Class 3	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$385.00
	Class 4	

Section	Type of Fee	Amount of Fee FY 2017
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Class 5	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Food handling permit	
	Class 1	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$360.00
	Class 2	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$260.00
	Class 3	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Funeral home permit	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$305.00
	Furniture stripping	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$305.00
	Laundry Permit	
	Class 1	
	Permit fee	\$100.00

Section	Type of Fee	Amount of Fee FY 2017
	Expiration	3 years
	Annual fee	\$330.00
	Class 2	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Marina Permit	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee is total of laboratory costs for each category already established	
	Medical Permit	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Pest Control Permit	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Photo Processing Permit	
	Class 1	
	Permit fee	\$100.00
	Expiration	3 years
	Annual fee	\$220.00
	Class 2	
	Permit fee	\$100.00
	Expiration	3 year
	Annual fee	\$270.00
17.08.080	Grading permit	
	Nonrefundable application fee for grading permit based on estimated cost	

Section	Type of Fee	Amount of Fee FY 2017
	\$0 to \$500	\$110.00
	\$501 to \$2,000	\$160.00
	\$2,001 to \$50,000	\$265.00
	\$50,001 to \$100,000	\$370.00
	\$100,000 to \$200,000	\$475.00
	\$200,000 and over	\$580.00
	Grading permit based on estimated cost of site work	
	\$0 to \$500	\$110.00
	\$501 to \$2,000	\$160.00
	\$2,001.00 and over at three percent of estimated cost of site work plus	\$265.00
	Reinspection Fee	\$110.00
17.09.070	Fee-in-lieu of planting	\$1,250.00
17.10.180.B.	Stormwater utility WATERSHED RESTORATION	
	\$10.22 15.00 per unit per quarter for residential properties	
	\$39.02 60.00 per quarter for all commercial, industrial and exempt properties with impervious coverage of up to 5,000 square feet	
	\$78.03 120.00 per quarter for all commercial, industrial and exempt properties with impervious coverage between 5,001 and 10,000 square feet	
	\$130.05 195.00 per quarter for all commercial, industrial and exempt properties with impervious coverage above 10,000 square feet	
17.11.080	Nonrefundable fee for appeal to building board of appeals on boundary dispute	\$250.00
17.12.024[026]	Nonrefundable inspection fee for the use and occupancy permit per each residential unit	
	Each residential unit	\$250.00
	Commercial	
	900 square feet or less	\$0.325 per sq. ft.
	901 to 1,800 square feet	\$300.00
	1,801 to 2,700 square feet	\$325.00
	2,701 to 3,600 square feet	\$350.00

Section	Type of Fee	Amount of Fee FY 2017
	3,601 to 5,000 square feet	\$375.00
	5,001 to 10,000 square feet	\$400.00
	10,001 to 25,000 square feet	\$0.05 per sq. ft.
	25,001 square feet or greater	\$0.04 per sq. ft.
17.12.052	Fee to submit new or revised construction drawings and submittals for review (based on cost of construction)	
	\$0 to \$10,000	\$100.00
	\$10,001 to \$15,000	\$150.00
	\$15,001 to \$25,000	\$200.00
	\$25,001 to \$100,000	\$350.00
	\$100,001 and over is 0.1% of the total cost over \$100,000.00 plus	\$350.00
	At option of Director, fee to submit revised construction drawings and submittals for outside review is \$100.00 plus an hourly fee of (Amounts are chargeable in quarter hour increments.)	\$150.00
17.12.056	Building permit fee based on estimated value of the work	
	Nonrefundable application fee:	
	\$500.00 to \$25,000	\$100.00
	\$25,001 to \$50,000	\$150.00
	\$50,001 to \$75,000	\$200.00
	\$75,001 and over is 0.25% of cost	
	Permit Fees (to be paid at time of permit pick-up)	
	\$500 to \$3,000	\$100.00
	\$3,001 to \$5,000	\$125.00
	\$5,001 to \$10,000	\$150.00
	\$10,001 and over is 0.8 percent of cost over \$10,000	\$200.00
	Nonrefundable application fee shall be charged for moving or demolishing a building, regardless of the value or size of the building and for moving, hauling or transporting an oversize load	
	Residential properties	\$100.00
	Commercial properties	\$150.00
	Reinspection Fee	\$100.00— \$250.00
17.12.130	Nonrefundable fee to appeal to the building board of appeals	\$250.00

Section	Type of Fee	Amount of Fee FY 2017
17.16.040	Electrical permit and inspection fees	
	A. For new dwelling units only, the following flat rate fee will apply according to the size of the service equipment:	
	-200 ampere service or less	\$150.00
	-For service equipment of more than 200 amperes: \$8.00 for each 100 amperes, or fraction of 100 amperes, in excess of 200 amperes plus	\$150.00
	For new apartment dwelling units 80% of the fee for dwelling units	
	For new, nonresidential construction, the following flat rate fee will apply according to the size of the service equipment:	
	-200 ampere service equipment or less	\$175.00
	-More than 200 but no more than 300 ampere service equipment	\$225.00
	-More than 300 but not more than 400 ampere service equipment	\$250.00
	-For service equipment of more than 400 amperes and not more than 1,200 amperes	\$250.00
	Plus this amount for each ampere in excess of 400 amperes	\$0.75
	-For service equipment of more than 1,200 amperes	\$1,250.00
	Plus this amount for each ampere in excess of 1,200	\$2.50
	B. Additions, alterations or repairs to existing structures or services:	
	Rough Wiring. All switches, lighting and receptacles to be counted as outlets:	
	- 1 to 10 outlets	\$25.00
	- 11 to 40 outlets	\$50.00
	- 41 to 75 outlets	\$75.00
	- For each additional 25 outlets or fraction thereof	\$10.00
	Fixtures. For rough wiring of fixtures:	
	- 1 to 10 fixtures	\$25.00
	- 11 to 40 fixtures	\$50.00
	- 41 to 75 fixtures	\$75.00
	- For additional 25 fixtures or fraction thereof	\$10.00
	Heating, cooking equipment and similar appliances except that	

Section	Type of Fee	Amount of Fee FY 2017
	for dwellings these items are included in items A and B:	
	- First unit or outlet	\$30.00
	- Each additional unit or outlet	\$5.00
	For single inspections not involving a service size change, the charges in items A and B of this subsection	
	For electric motors, transformers, central heating and air conditioning units, electrical furnaces and welders:	
	Electrical generators (permanently installed)	
	- 1 kilowatts to 8 kilowatts	\$75.00
	- Each additional 10 kilowatts or each fraction of 10 kilowatts	\$30.00
	Solar photovoltaic systems (PV)	\$10.00 per module
	Service Equipment and Feeders:	
	- Not over 400 ampere	\$75.00
	- Over 400 ampere	\$75.00
	Swimming Pools:	
	- Inground-Bonding	\$100.00
	- Inground, lighting, fixtures, pumps and filters	\$50.00
	- Above ground	\$45.00
	Protective Signaling Systems:	
	- First 10 devices	\$80.00
	- Each additional multiple of ten devices or part thereof	\$10.00
	Modular home or prefabricated structures must bear a sticker of approval from the U.S. federal government, the state, a national testing facility, or other recognized inspection bureau. When this sticker is in evidence, a flat rate of:	\$80.00
	Transformers, vaults-Outdoor enclosures, outdoor substations:	
	- Not over 200 KVA	\$80.00
	- Over 200 to 500 KVA	\$125.00
	- Over 500 KVA	\$130.00
	Note: Above applied to each bank of transformers	
	Temporary Installations and Decorative Displays. Temporary installations for carnivals, Christmas decorations, halls, churches, etc., where inspection is on a one-time basis	\$80.00

Section	Type of Fee	Amount of Fee FY 2017
	Special services (such as annual inspections, hospital operating floors, motion picture equipment, mobile homes, etc.) and/or conditions not provided for in the schedule shall be charged for on the basis of time required. Minimum fee:	\$80.00
	If the total permit fee above exceeds the comparable fee for a new building in Schedule A, the electrician may apply the lesser fee	
	C. The following permit fees shall apply to all other work and conditions in addition to subsections A and B:	
	- Electrically operated signs	\$75.00
	- Radio and television receiving installation	\$50.00
	- Reinspection Fee	\$100.00 - \$250.00
	- Failure to Notify	\$50.00
	- Investigation Fee	\$75.00
17.16.106	Fee for preventative maintenance electrical permit	\$125.00
17.16.130	Fee for biannual electrical contractors license	\$200.00
17.18.070	Fees for mechanical work permits based on estimated value of work:	
	Permit Fee:	
	\$0 to \$7,000	\$125.00
	\$7,001 to \$10,000	\$150.00
	Over \$10,000 is 0.6% of estimated value plus	\$100.00
	Reinspection Fee	\$100.00— \$250.00
	Failure to notify the department within the prescribed time that the work authorized by a validly issued mechanical permit is complete	\$50.00
	Investigation Fee	\$75.00
17.20.070	Fee for permit to install or erect an item or engaging in any activity for which a permit is required under Chapter 17.20	
	\$0 to \$2,000	\$50.00
	\$2,001 to \$5,000	\$75.00
	\$5,001 to \$7,000	\$100.00
	\$7,001 to \$10,000	\$150.00

Section	Type of Fee	Amount of Fee FY 2017
	Over \$10,000 is .006 times total cost plus	\$80.00
17.20.100	Fees for plan review and fire inspection	
	Plan Review Fees	
	- Fire Inspector per hour	\$50.00
	- Fire Protection Engineer per hour	\$125.00
	Fire Inspection Fees	
	Assembly Occupancies	
	Class A (more than 1,000)	\$125.00
	Class B (301 to 1,000)	\$100.00
	Class C (50 to 300)	\$75.00
	Educational Occupancies	
	Elementary School	\$100.00
	Middle or Junior High School	\$150.00
	Senior High School	\$150.00
	Family or Group Day-Care Home	\$75.00
	Nursery or Day-Care Center	\$100.00
	Health Care Occupancies	
	Ambulatory Health Care Centers per 3,000 square feet or portion thereof	\$75.00
	Hospitals, Nursing Homes, Limited Care Facilities per building plus \$2.00 per patient bed	\$75.00
	Detention and Correctional Occupancies	
	Per building \$1.00 per bed plus	\$75.00
	Residential Occupancies	
	Hotels and Motels per building plus \$1.00 per guest room	\$50.00
	Dormitories \$1.00 per bed, minimum per building	\$50.00
	Apartments \$1.00 per apartment, minimum per building	\$50.00
	Lodging or Rooming House	\$75.00
	Single- and Two-Family Dwellings	\$50.00
	Board and Care	
	4—16 residents	\$75.00

Section	Type of Fee	Amount of Fee FY 2017
	Over 16 residents	\$125.00
	Mercantile Occupancies	
	Class A (over 30,000 square feet)	\$125.00
	Class B (over 3,000 square feet)	\$75.00
	Class C (under 3,000 square feet)	\$50.00
	Business Occupancies per 3,000 square feet or portion thereof	\$50.00
	Industrial or Storage Occupancies (per 5,000 square feet or portion thereof)	
	Low or Ordinary Hazard	\$50.00
	High Hazard	\$75.00
	Common Areas of Multi-tenant Occupancies (i.e. shopping centers, high-rise buildings, etc.) per 10,000 square feet or portion thereof	\$75.00
	Trailer Parks and Campgrounds \$1.00 per site, minimum per facility	\$50.00
	Outside Storage of Combustible Material	\$50.00
	Outside Storage of Flammable or Combustible Liquids (drums or tanks)(scrap tires, tree stumps, lumber, etc.) per acre	\$50.00
	Outside Storage of Flammable or Combustible Liquids (drums or tanks) per 5,000 square feet or portion thereof	\$75.00
	Reinspection fee	\$125.00
17.22.030	Fee for permit to perform any work on petroleum storage tank based on estimated value	
	\$0 to \$2,000	\$100.00
	\$2,001 to \$5,000	\$125.00
	\$5,001 to \$7,000	\$200.00
	\$7,001 to \$10,000	\$250.00
	Over \$10,000 is 0.6% of estimated value plus	\$200.00
17.24.070	Fee for license to do work as a master or restricted gasfitter or as a journeyman or restricted journeyman gasfitter	
	Master or restricted gasfitter license, per year	\$75.00
	Master plumber and gasfitter license, per year	\$75.00
	Journeyman or restricted journeyman gasfitter license, per year	\$50.00

Section	Type of Fee	Amount of Fee FY 2017
	Journeyman plumber and gasfitter license, per year	\$50.00
17.24.080	Fee for gasfitter license renewal plus a delinquency penalty	\$50.00
17.24.090	The charges for the issuance of a gas burner permit shall be the sum of the fixture charges plus the amount of the applicable gas service pipe charges set forth in this section	
	Gas service pipe charge, including inspection of the work by the City plumbing inspector, is based on the diameter (inches) as follows:	
	2½ or less	\$50.00
	3	\$60.00
	4	\$70.00
	6	\$125.00
	8	\$250.00
	10	\$350.00
	12	\$500.00
	Each fixture in addition to the first fixture	\$10.00
17.28.050	Annual fee for license for a master plumber and journeyman plumber	
	Master plumber (annual fee)	\$80.00
	Journeyman plumber (annual fee)	\$50.00
17.28.090	The charges for issuance of plumbing permits are the sum of a connection charge, a capital facility charge, a capital facility assessment charge and an installation charge	
	Connection Charges:	
	Sewer	
	City-installed 4-inch public sewer connection	\$5,000.00
	Water, including cost of meter:	
	City-installed 1-inch public water connection	\$3,600.00
	Capital facility charge:	
	Sewer (per Equivalent Dwelling Unit)	\$1,600.00
	Water (per Equivalent Dwelling Unit)	\$4,900.00
	*Note: An Equivalent Dwelling Unit is 250 gallons per day	
	Capital facility assessment charge per Code prior to adoption of	

Section	Type of Fee	Amount of Fee FY 2017
	Ordinance 0-37-11:	
	Sewer:	
	Per year, per residential unit, for 30 years (on construction after October 11, 1977)	\$50.00
	Per year, per residential unit, for 30 years (on construction between July 1, 1991 and permits initiated before December 19, 2011)	\$75.00
	Water:	
	Per year, per residential unit for 30 years (on construction after October 11, 1977)	\$50.00
	Per year, per residential unit, for 30 years (on construction between July 1, 1991 and permits initiated before December 19, 2011)	\$75.00
	Installation Charges:	
	First fixture installation charge:	
	Residential	\$60.00
	Commercial	\$80.00
	Each fixture in excess of the first one (if connected to public sewer)	\$15.00
	Each fixture, if connected to private sewer	\$30.00
	Each fixture omitted from original permit (if connected to public sewer)	\$20.00
	Each fixture omitted from original permit (if connected to private sewer)	\$40.00
	Special fixture charge:	
	Each grease trap	\$100.00
	Each oil interceptor	\$100.00
	Each water conditioning unit (single installation)	\$50.00
	Each gas hot water heater (single installation)	\$40.00
	Inspection charge:	
	Water installation	\$100.00
	Sewer installation	\$100.00
	Reconstruct private sewer	\$50.00
	Air-conditioning with water or drain connection	\$60.00

Section	Type of Fee	Amount of Fee FY 2017
	Reinspection Fee	\$100.00— \$300.00
	Additional gas connection for gas hot water heaters	\$10.00
	(Master plumbers who currently are registered in the City and who also are registered master gasfitters in the City; otherwise, the gas connection for gas hot water heaters must be made by a registered master gasfitter at the regular rates)	
17.30.010	Annual, nonrefundable fee for utility contractor license	\$100.00
17.30.050	Nonrefundable fee for utility permit	
	Reinspection Fee	\$100.00— \$300.00
	Failure to Notify the Department of Public Works (work authorized by a validly issued utility permit is complete)	\$75.00
	Investigation Fee	\$75.00
17.44.010	Short Term rental license	Base rental license fee plus \$100.00
17.44.040	Fee for operating license for rental unit and roominghouse	\$100.00
17.44.060	Initial or renewed two-year rental operating licenses for operator of multi-family dwellings consisting of fifty or more units that employs a full-time on-site maintenance staff of three or more employees if renewal filed within 30 days prior to expiration. Fee covers two-year license	\$200.00
	Initial or renewed rental operating license for all other applicants if renewal is filed less than 30 days prior to expiration. Fee covers one-year license	\$100.00
	Late fee	
	First 30 days late, per rental unit	\$25.00
	Each additional 30 days late, per rental unit	\$25.00
17.44.120	Reinspection fee for rental unit and roominghouse if revocation; revalidation, reinspection and reissuance procedure	\$100.00
17.60.050	Permit fees for signs	
	Nonrefundable application fee for installation of signs	\$30.00
	Fees for installation of signs:	
	\$0—\$299	\$30.00
	\$300—\$500	\$35.00

Section	Type of Fee	Amount of Fee FY 2017
	\$Over \$500: for each additional \$100.00 of cost	\$2.25
	Billboard requiring a public hearing	\$35.00
17.60.060	Application fee seeking permission to erect, maintain or suspend a temporary sign or banner	\$30.00
20.12.020	Conditional approval of a preliminary plat of a subdivision	
	Nonrefundable application fee	
	5 lots or less (per lot)	\$340.00
	6 lots or more (per lot)	\$620.00
	Record plat amendment	\$500.00
21	Zoning certificate	\$35.00
21.10.050	Fees and deposits	
	Forest stand delineation submission fee for single residential lots less than five acres, including single family residential lots being subdivided where no additional buildable lots are being created. This fee applies to an original submission and again for each subsequent revised submission.	\$250.00
	Forest stand delineation submission fee for all others. This fee applies to an original submission and for each subsequent revised submission. For the purposes of this fee schedule, "N" is defined as the number of submissions of a forest stand delineation by the same applicant for the same parcel. For example, for the first submission, N = 1, for the second submission, N = 2, and so on.	\$850.00 plus N times \$30.00 per acre or fraction thereof
	Preliminary forest conservation plan application fee for single residential lots less than five acres, including single family residential lots being subdivided where no additional buildable lots are being created. This fee applies to an original submission and again for each subsequent revised submission.	\$250.00
	Preliminary forest conservation plan application fee for all others. This fee applies to an original submission and for each subsequent revised submission. For the purposes of this fee schedule, "N" is defined as the number of submissions of a preliminary forest conservation plan by the same applicant for the same parcel. For example, for the first submission, N = 1, for the second submission, N = 2, and so on.	\$850.00 plus N times \$30.00 per acre or fraction thereof
	Final forest conservation plan application fee for single residential lots less than five acres, including single family residential lots being subdivided where no additional buildable lots are being created. This fee applies to an original submission and again for	\$250.00

Section	Type of Fee	Amount of Fee FY 2017
	each subsequent revised submission.	
	Final forest conservation plan application fee for all others. This fee applies to an original submission and for each subsequent revised submission. For the purposes of this fee schedule, "N" is defined as the number of submissions of a final forest conservation plan by the same applicant for the same parcel. For example, for the first submission, N = 1, for the second submission, N = 2, and so on.	\$850.00 plus N times \$30.00 per acre or fraction thereof
	Forest mitigation bank application fee	\$850.00 plus \$30.00 per acre or fraction thereof
21.16.030	Administrative Interpretations	\$420.00
21.18.020	Administrative Adjustments	\$110.00
21.20.020	Zoning District Boundary Adjustment	\$390.00
21.22	Site Design Plan Review (nonrefundable):	
	Preliminary, minor	\$200.00
	Preliminary, major (per acre or portion thereof)	\$280.00
	Final, minor	\$1,000.00
	Final, major	\$2,000.00
	-Plus an amount per acre or portion thereof	\$280.00
	Critical area - Buffer management plan	\$200.00
	Critical area - Simplified buffer management plan	\$60.00
	Neighborhood conservation	\$200.00
	Site Design Plan Review - Revisions	
	Minor	\$500.00
	Major	\$1,000.00
	-Plus an amount per acre or portion thereof	\$280.00
21.24	Planned Unit Development - Preliminary Review	
	For buildings over 45 feet in height	\$1,000.00
	For all others	\$2,000.00
	-Plus an amount per acre or portion thereof	\$280.00
	Planned Unit Development—Final review	
	For buildings over 45 feet in height	\$1,120.00

Section	Type of Fee	Amount of Fee FY 2017
	For all others	\$11,200.00
	- Plus an amount per acre or portion thereof	\$280.00
	Planned Unit Development - Revision	
	For buildings over 45 feet in height	\$500.00
	For all others	\$1,000.00
	-Plus an amount per acre or portion thereof	\$280.00
21.26	Special Exceptions	
	Special exception with no site design	\$1,000.00
	Special exception with site design	\$1,000.00
	Plus applicable site design plan review fees	
21.28	Variances	
	- Single-family dwelling	\$225.00
	- All Other Variances	\$390.00
21.30.020	Appeal from an administrative decision to the Board of Appeals	\$250.00
21.34.020	Zoning Map Amendment	\$1,000.00
21.56.040	Application fee (based on cost of work) for a certificate of approval from the historic preservation commission	
	Certificate of Approval - Public Hearing Application (based on 1% of estimated cost)	Min. \$35.00— Max. \$1,000.00
	Certificate of Approval - Administrative Application (based on 1% of estimated cost)	Min. \$35.00— Max. \$500.00
	Certificate of Approval - "After the Fact" Public Hearing Application (based on 1% of estimated cost)	Min. \$50.00 —Max. \$2,000.00
21.56.270	Newsrack certificate of approval/reinspection (per newsrack)	\$35.00
21.68.050	Determination of non-conforming uses	\$420.00
21.71.030.C.7	Declaration of intent noncompliance fee	\$10.00 per square foot
21.71.110	Payment instead of afforestation and reforestation inside a priority funding area	\$10.00 per square foot
	Payment instead of afforestation and reforestation outside of a priority funding area	\$12.00 per square foot
22.20.040	Fee in lieu of public recreational space per each single-family detached dwelling unit	\$500.00

Section	Type of Fee	Amount of Fee FY 2017
	Fee in lieu of public recreational space per each single-family attached dwelling unit	\$400.00
	Fee in lieu of public recreational space per each multifamily dwelling unit, two-family dwelling unit, or dwelling unit above the ground floor of nonresidential uses	\$250.00

Per Article 6, Sec. 2B, paragraph (e)(7) of the City Charter: "The City Manager shall have the following additional powers and duties: to adjust parking rates in City-owned parking garages and parking lots to the extent permitted, pursuant to 12.04.040 A.6. of the Code of the City of Annapolis. The City Manager may appoint a designee to determine any such adjustments to parking rates in City-owned parking garages and parking lots."

PARKING GARAGE RATES AND FEES

	Fee
HILLMAN GARAGE	
Daily Rates:	
First two hours for residents	no charge
Hourly rate	\$3.00
Maximum daily charge	\$20.00
Monthly Rates:	
Restricted "Weekday" Pass (Monday to Friday, 7 a.m. to 7 p.m.)	\$190.00
Unrestricted monthly pass	\$225.00
Special Rates:	
8:00 p.m. to 6:00 a.m. (flat rate)	\$4.00
Sunday morning 6 a.m. to 1 p.m.	Free/no pass

Park and Shop Coupons:	
8:00 a.m. to 6:00 p.m. (4 coupons maximum)	1 coupon = 1 hour discount
6:00 p.m. to 8:00 a.m. (2 coupons maximum)	1 coupon = 1 hour discount
Park and shop coupon fee for Annapolis Business Association <u>BUSINESSES LOCATED IN THE CITY OF ANNAPOLIS</u>	\$0.50/coupon
Bed and Breakfast Coupon	50% discount
Special Event Parking	\$20.00
GOTTS GARAGE	
Daily Rates:	
First two hours for residents	no charge
Hourly rate	\$2.50
Maximum daily charge	\$12.00
Monthly Rates:	
Restricted "Weekday" Pass (Monday to Friday, 7:00 a.m. to 7:00 p.m.)	\$160.00
Unrestricted monthly pass	\$190.00
Special rates:	
8:00 p.m. to 6:00 a.m. (flat rate)	\$3.00
Sunday morning 6:00 a.m. to 1:00 p.m.	Free/no pass
Visitors' Center	one hour free w/coupon

Park and Shop Coupons:	
8:00 a.m. to 6:00 p.m. (4 coupons maximum)	1 coupon = 1 hour discount
6:00 p.m. to 8:00 a.m. (2 coupons maximum)	1 coupon = 1 hour discount
Park and shop coupon fee for Annapolis Business Association <u>BUSINESSES LOCATED IN THE CITY OF ANNAPOLIS</u>	\$0.50/coupon
Bed and Breakfast Coupon	50% discount
Special Event Parking	\$10.00
KNIGHTON GARAGE	
Daily Rates:	
First two hours for residents	no charge
Hourly rate	\$2.00
Maximum daily charge	\$5.00
Monthly Rates:	
Restricted "Weekday" Pass (Monday to Friday, 7 a.m. to 7 p.m.)	\$100.00
Unrestricted monthly pass	\$125.00
Special Rates:	
Overnight from 8:00 p.m. to 6:00 a.m.	\$2.00
Park and Shop Coupons:	
8:00 a.m. to 6:00 p.m. (4 coupons maximum)	1 coupon = 1 hour discount

6:00 p.m. to 8:00 a.m. (2 coupons maximum)	1 coupon = 1 hour discount
Park and shop coupon fee for Annapolis Business Association <u>BUSINESSES LOCATED IN THE CITY OF ANNAPOLIS</u>	\$0.50/coupon
Bed and Breakfast Coupon	50% discount
Special Event Parking	\$10.00
PARK PLACE GARAGE	
Daily Rates:	
First two hours for residents	no charge
Hourly rate	\$2.25
Maximum daily charge	\$5.00
Monthly Rates:	
Restricted "Weekday" Pass (Monday to Friday, 7:00 a.m. to 7:00 p.m.)	\$125.00
Unrestricted monthly pass	\$150.00
Monthly reserved space pass	\$175.00
Monthly Evening (3:00 p.m. to 1:00 a.m.)	\$80.00
Monthly Evening (Weekends only, 3:00 p.m. to 1:00 a.m.)	\$40.00
Special Rates:	
8:00 p.m. to 6:00 a.m. (flat rate)	\$3.00
Sunday morning 6 a.m. to 1 p.m.	Free/no pass
Park and Shop Coupons:	

8:00 a.m. to 6:00 p.m. (4 coupons maximum)	1 coupon = 1 hour discount
6:00 p.m. to 8:00 a.m. (2 coupons maximum)	1 coupon = 1 hour discount
Park and shop coupon fee for Annapolis Business Association <u>BUSINESSES</u> <u>LOCATED IN THE CITY OF ANNAPOLIS</u>	\$0.50/coupon
Bed and Breakfast Coupon	50% discount
Special Event Parking	\$10.00
LARKIN	
Monthly Rates:	
Monthly unrestricted pass	\$170.00
Overnight parking 6:00 p.m.—6:00 a.m. (Mon—Thur)	No charge AS POSTED
Weekend parking Friday, 6:00 p.m. to Monday, 6:00 a.m.	No charge AS POSTED
SOUTH STREET	
Daily Rate:	
Hourly	\$2.50
Monthly Rate:	
Unrestricted Monthly Pass	\$175.00

TRANSIT FARES

	Fee
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Article VI, Section 9(b) of Charter of the City of Annapolis	
Base cash fare	\$2.00
Senior/Disabled/Student	\$1.00
Summer Youth Pass	\$35.00
ADA Service Cash Fare	\$4.00
Day Pass: For Multiple Trips	\$4.00
Day Pass (Senior/Disabled/Student)	\$2.00
Weekly Pass	\$20.00
Monthly Pass	\$80.00
Quarterly Pass	\$200.00
Annual Pass	\$500.00
Tokens in bulk per 100	\$150.00
<u>THE CIRCULATOR</u>	<u>\$1.00NONE</u>

RECREATION AND PARKS FEES

	City Resident	Nonresident
Stanton Center		
Gym Rental/per hour	\$55.00	\$63.00
Kitchen Rental/per hour	\$30.00	\$35.00

Meeting Room/per hour	\$25.00	\$30.00
Truxton Picnic Pavillion/All Day	\$150.00	\$180.00
Waterworks Permit:		
Monthly	\$10.00	\$15.00
Quarterly	\$30.00	\$45.00
Annual	\$100.00	\$125.00
Picnic Pavilion Rental/day	\$100.00	\$130.00
Downtown Recreation Center/per hour	\$0.00	\$0.00
Annapolis Walk	\$30.00	\$35.00
Field Rental (with lights and lines)	\$80.00	\$95.00
Tennis Courts	\$15.00	\$20.00
Basketball Courts	\$15.00	\$20.00
Snack Bar	\$0.00	\$0.00
Park Rental for Wedding	\$500.00	\$600.00

Latchkey Program

Before School Care ~~\$110.00~~117.00 per month

After School Care ~~\$215.00~~222.00 per month

Annapolis Recreation Center

Program Member

Annual membership fee to register or participate in any program. Valid for one year. Renewal is slated for January 1 each year.

	Res	Non Res
Individual	\$39.00	\$45.00
Family	\$65.00	\$75.00
Corporate	\$1,750.00	\$2,013.00

Full Membership

Allows full access to facility (fitness centers, gym, play area, etc.)—Unlimited use and discounts on programs.

Year is 12 months from enrollment date.

	Annual		Daily/Drop In	
	Res	Non Res	Res	Non Res
Adult	\$290.00	\$331.00	\$8.00	\$10.00
Senior/Youth	\$233.00	\$267.00	\$7.00	\$8.00
Daily Youth			\$6.00	\$7.00
Family of 4*	\$643.00	\$738.00	n/a	n/a
Adult/Spouse	\$513.00	\$587.00	n/a	n/a
Add. Child*	\$110.00	\$127.00	n/a	n/a

	30-day Access Pass		90-Day Access Pass	
	Res.	Non Res.	Res.	Non Res.
Adult	\$36.00	\$41.00	\$95.00	\$115.00

Senior/Youth	\$28.00	\$33.00	\$78.00	\$91.00
Family of 4*	\$80.00	\$91.00	\$225.00	\$250.00
Adult/Spouse	\$62.00	\$71.00	\$175.00	\$205.00
Add. Child*	\$14.00	\$16.00	\$40.00	\$45.00

Children 2 and under free with paying adult.

Family memberships and Adult/Spouse memberships require all members to reside at the same address.

Youth member - Age 3—17; Senior member - Age 62 +

Annual Membership Rates are paid in full at time of membership.

Babysitting Services		
Hourly Rate	\$3.00 first child	\$2.00 additional children
10 hr Punch Card	\$25.00 each	

;adv=6; Facility Rental Rates (per hour)

* Program related rentals require participants to hold Program Membership or Full Membership.

PER HOUR	Res	Non Res
Single Mtg Room	\$37.00	\$45.00
After Hours Meeting Room	\$50.00	\$50.00
Full Meeting Space	\$110.00	\$132.00
Kitchenette	\$13.00	\$16.00
Single Court	\$60.00	\$75.00

After Hours Meeting Room	\$75.00	\$75.00
Full Gymnasium*	\$180.00	\$225.00
Aux. Gym	\$75.00	\$90.00

* Limited availability

	City Resident	Non Resident	Program Member Res/Non Resident (\$5.00 discount)	Full Member Res/Non Resident (\$10.00 discount)
SUMMER PROGRAMS				
Summer Playground—6 wks	\$152.00	\$173.00	R \$130.00/ NR \$150.00	R \$125.00/ NR \$145.00
Summer Playground—Extended Hrs (8:00 a.m.—5:00 p.m.), 6 weeks	\$193.00	\$222.00		
Preschool Playground—6 wks (4 days a week)	\$110.00	\$127.00		
Day Camp (Truxtun & Kids Camp)—2 wk session	\$230.00	\$264.00	R \$205.00/ NR \$237.00	R \$200.00/ NR \$232.00
SWIMMING POOL				
Adult	\$5.00	\$5.00		
Child (12 and under) and Seniors (62 +)	\$4.00	\$4.00		
Family Pass (4, add members \$15.00 each)	\$160.00	\$185.00		

Youth Individual Pass	\$55.00	\$65.00		
Adult Individual Pass	\$65.00	\$75.00		
Pool Party	\$250.00 (per two hours)			
Summer Splash Camps	\$139.00	\$169.00		
Summer Splash Camp extended hours (additional)	\$30.00	\$40.00		



City of Annapolis
Signature Copy
Resolution: R-18-17

160 Duke Of
Gloucester Street
Annapolis, MD 21401

File Number: R-18-17

FY 2018 Fines Schedule Effective July 1, 2017 - For the purpose of specifying fines that will be charged for FY 2018.

CITY COUNCIL OF THE
City of Annapolis

Resolution 18-17

Introduced by: Mayor Pantelides

Referred to
Financial Advisory Commission
Finance Committee

A RESOLUTION concerning

FY 2018 Fines Schedule Effective July 1, 2017

FOR the purpose of specifying fines that will be charged for FY 2018.

WHEREAS, pursuant to Chapter 1.20 - General Penalty and Municipal Infractions, fines are authorized in the City Code and established by resolution of the City Council; and

WHEREAS, the City of Annapolis seeks to update the fines imposed for municipal infractions.

NOW THEREFORE BE IT RESOLVED BY THE ANNAPOLIS CITY COUNCIL that the FY 2018 Fines Schedule shall be as attached.

AND BE IT FURTHER RESOLVED BY THE ANNAPOLIS CITY COUNCIL that the FY 2018 Fines Schedule shall take effect on July 1, 2017, or on the date of adoption, whichever date is later.

EXPLANATION

CAPITAL LETTERS indicate matter added to existing law.

~~Strikethrough~~ indicates matter stricken from existing law.

Underlining indicates amendments.

ADOPTED this 19th day of June, 2017.

Aye: 9 Mayor Pantelides, Alderman Budge, Alderman Paone,
Alderman Pindell Charles, Alderman Finlayson,
Alderman Littmann, Alderman Kirby, Alderman Pfeiffer and
Alderman Arnett

THE ANNAPOLIS
CITY COUNCIL



Michael J. Pantelides

Date 6-27-2017

ATTEST



Regina C. Watkins-Eldridge, MMC

Date 6/29/17

FINES SCHEDULE –

Effective July 1, 2017

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
4.16.100.B	Voter notification or information cards.	Not to exceed \$100 or imprisonment for not to exceed 90 days or both	Not to exceed \$100 or imprisonment for not to exceed 90 days or both
7.08.010.B	Billiard and pool tables.	Not to exceed \$100 or imprisonment for not to exceed 90 days or both	Not to exceed \$100 or imprisonment for not to exceed 90 days or both
7.08.070.A	Amusement license violation.	Not to exceed \$100 or imprisonment for not to exceed 90 days or both	Not to exceed \$100 or imprisonment for not to exceed 90 days or both
7.12.100.C	Public consumption and possession.	Not to exceed \$500 or imprisonment for not to exceed 90 days or both	Not to exceed \$500 or imprisonment for not to exceed 90 days or both
7.12.140	Alcohol License— Suspension— Revocation—Fines	Suspension of License or Fine not to exceed \$2,000	Suspension of License or Fine not to exceed \$2,000
7.12.350.B	Allowing alcohol consumption without license.	Not to exceed \$250	Not to exceed \$250
7.12.370	Minor—Sale or providing to.	\$100	\$500
7.12.390.C	Minors— Misrepresenting age.	Not to exceed \$500 or imprisonment for not to exceed 90 days or both	Not to exceed \$500 or imprisonment for not to exceed 90 days or both
7.12.410.B	Minors—Purchase, consumption or possession of alcoholic	Not to exceed \$500 or imprisonment for not to exceed 90 days or both	Not to exceed \$500 or imprisonment for not to exceed 90 days or both

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
	beverages.		
7.12.420.E	Possession or consumption on public highways.	Not to exceed \$500 or imprisonment for not to exceed 90 days or both	Not to exceed \$500 or imprisonment for not to exceed 90 days or both
7.24.050	Fortunetelling violation.	Not to exceed \$100 or imprisonment for not to exceed 90 days or both	Not to exceed \$100 or imprisonment for not to exceed 90 days or both
7.28.040	Open-air market and Markethouse violation.	\$10	\$10
7.32.100.B	Massage parlor license violation.	Not to exceed \$100 or imprisonment for not to exceed 90 days or both	Not to exceed \$100 or imprisonment for not to exceed 90 days or both
7.42.040	Sidewalk café violation.	\$100 per violation per day	Each separate day of violation that remains uncorrected is a separate violation subject to an additional citation and fine of \$100. In addition, the City Council may revoke or suspend a permit issued pursuant to this chapter upon a second or subsequent conviction under this section in any twelve-month period.
7.48.060	Taxicab violation.	Not to exceed \$150 per violation per day	Not to exceed \$150 per violation per day
7.48.410	Providing false information for taxicab permit.	\$200	\$200
7.48.500.C	Taxicab permit violation.	\$200	\$200

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
7.52.190	Towing company violation.	\$100 plus costs	\$100 plus costs. In addition, the City Council may revoke or suspend the license of any person licensed to engage in the towing business who violates this chapter or any rules or regulations promulgated pursuant to this chapter or who fails to comply with any of the provisions and terms of any towing agreement executed pursuant to this chapter.
8.04.030.B	Animal disturbance prohibited	\$50	\$50
8.04.040	Intentional mutilation of animals.	Not to exceed \$1,000 or by imprisonment not to exceed one year or both	Not to exceed \$1,000 or by imprisonment not to exceed one year or both
10.06.010	False alarms.	\$100 for third and fourth false alarms in a 365-day period	\$200 for fifth and all subsequent false alarms in a 365-day period
10.08.010.B	Abandoned refrigerator.	\$100 per violation per day	\$100 per violation per day
10.16.100	Notice to remove refuse accumulation.	\$100 per violation per day	\$100 per violation per day
10.16.130	Garbage/refuse violation.	\$100 per violation per day	\$100 per violation per day
10.16.220.B	Littering during removal.	\$100 per violation per day	\$100 per violation per day
10.20.040	Grass and weed control.	\$200 Per violation per day	\$200 Per violation per day

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
10.24.020	Standing water.	\$100 per violation per day	\$100 per violation per day
10.28.160	Swimming pool violation.	Not to exceed \$100 or imprisonment for not to exceed 30 days or both	Not to exceed \$100 or imprisonment for not to exceed 30 days or both
10.34.040	Use and application of lawn fertilizer.	\$100 per improper application by a non-commercial entity. \$500 per improper application by a commercial entity	\$100 per improper application by a non-commercial entity. \$500 per improper application by a commercial entity
10.34.060	Sale of lawn fertilizer containing phosphorous.	\$500 per violation for displaying for sale lawn fertilizer containing phosphorous or for not displaying required signage	\$500 per violation for displaying for sale lawn fertilizer containing phosphorous or for not displaying required signage
* NOTE: The fines in Sections 10.34.040 and 10.34.060 shall take effect on January 1, 2009.			
11.04.060	Offense against public officer.	Not to exceed \$1,000 or imprisonment for not to exceed 90 days or both	Not to exceed \$1,000 or imprisonment for not to exceed 90 days or both
11.12.025.B	Security alarms.	\$400 Per violation per day	\$400 Per violation per day
11.12.050	Parades and assemblies—Permit required	\$100	\$100
11.12.060.C	Loitering.	Not to exceed \$100 or imprisonment not exceeding 90 days or both	Not to exceed \$100 or imprisonment not exceeding 90 days or both
11.12.065.C	Loitering for the purpose of engaging in prostitution violation.	Not to exceed \$100 or imprisonment not exceeding 90 days or both	Not to exceed \$100 or imprisonment not exceeding 90 days or both

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
11.12.067.E	Loitering in drug-loitering free zones.	Not to exceed \$1,000 or imprisonment not exceeding six months or both	Not to exceed \$1,000 or imprisonment not exceeding six months or both
11.12.068	Aggressive panhandling.	Not less than \$25.00 or more than \$500.00 or by imprisonment not exceeding 90 days, or both	Not less than \$25.00 or more than \$500.00 or by imprisonment not exceeding 90 days, or both
11.12.120	Public peace and order violation.	\$100 Per violation per day	\$100 Per violation per day
11.14.030	Morals and conduct violation.	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both
11.16.040.D	Animal excrement removal.	\$100 per violation per day	\$100 per violation per day
11.16.050.B	Public urination and defecation	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both
11.32.080	Fair housing violation.	Not to exceed \$100 plus costs or imprisonment not exceeding 30 days or both	Not to exceed \$100 plus costs or imprisonment not exceeding 30 days or both
11.36.030.D	Littering.	\$250 per violation per day	\$250 per violation per day
11.36.070	Graffiti.	\$250 or imprisonment not exceeding 90 days or both	\$1,000 or imprisonment not exceeding 90 days or both
11.36.090.B	Vandalism of public roads.	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both
11.36.100.B	Vandalism—Signs and	Not to exceed \$1,000 or imprisonment not exceeding	Not to exceed \$1,000 or imprisonment not exceeding 90

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
	notices.	90 days or both plus cost of damages	days or both plus cost of damages
11.36.110.B	Vandalism—Trees and fences.	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both plus cost of damages	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both plus cost of damages
11.36.120.B	Vandalism—Utility poles and fixtures.	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both
11.40.010	Proclamation by Mayor.	Not to exceed \$100 or imprisonment not exceeding 30 days or both	Not to exceed \$100 or imprisonment not exceeding 30 days or both
11.44.010.C	Discharging firearms.	Not to exceed \$500	Not to exceed \$500
11.44.060.D	BB guns, slingshots, bows and arrows, large rocks and similar devices.	Not to exceed \$100 or imprisonment not exceeding 90 days or both	Not to exceed \$100 or imprisonment not exceeding 90 days or both
11.44.070	Electronic weapons.	Not to exceed \$250.00 imprisonment not exceeding 90 days or both	Not to exceed \$1,000.00 imprisonment not exceeding 90 days or both
11.48.050	Emergency preparedness violations	Not to exceed \$1,000.00 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000.00 or imprisonment not exceeding 90 days or both
12.08.140	Speed monitoring systems.	Not to exceed \$40.00	Not to exceed \$40.00
12.12.050	Disobeying crossing guard.	Not to exceed \$100	Not to exceed \$100

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
12.16.070.B	Repairing vehicle in street.	\$100 per violation per day	\$100 per violation per day
12.16.080.B	Washing vehicle on street.	\$100 per violation per day	\$100 per violation per day
12.16.090.B	Loads or wheels which litter streets.	\$100 per violation per day	\$100 per violation per day
12.16.100.B	Vehicles or treads which damage roads.	\$100 per violation per day plus damages	\$100 per violation per day plus damages
12.20.010.B	Obstructing driveway.	\$100	\$100
12.20.020.B	Parking adjacent to red-lined curb, bus stop zone or fire hydrant zone.	\$100	\$100
12.20.025.C	Crosswalk.	\$100	\$100
12.20.030.B	Parking adjacent to yellow-lined curb.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.040.B	Parking with left side to curb.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.050.B	Backing vehicle to curb.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.060.C	Angle parking.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.065.B	Parking vehicles alongside of other stopped or parked vehicles.	\$50	\$50

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
12.20.070.B	Parking more than twelve inches from curb.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.075.B	Blocking driveway entrances to fire stations.	\$250	\$250
12.20.080.B	Leaving motor vehicle unattended.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.085.B	Places where stopping is prohibited by signs.	\$50	\$50
12.20.090.B	Parking reserved for persons with disabilities.	\$100	\$100
12.20.095.B	Parking within thirty feet of approach to flashing signal, etc.	\$50	\$50
12.20.100.C	Motor vehicle weight limits in residential district zones.	\$100 plus damages.	\$100 plus damages
12.20.110.H	Parking trailers.	\$50	\$50
12.20.115.C	Parking of motor homes on city streets.	\$50	\$50
12.20.120.B	Parking buses.	\$100	\$100
12.20.130.B	Posted "No Parking".	\$50	\$50
12.20.140.B	Parking on sidewalks prohibited.	\$100	\$100
12.20.150.B	Being on median strips	\$100	\$100

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
	prohibited.		
12.20.180.B	Eight-hour parking on King George Street between Wagner Street and the King George Street Bridge.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.190.B	Two-hour parking on State Circle.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.20.200.D	Removal of vehicle parked for longer than forty-eight hours or in prohibited area.	\$100	\$100
12.20.240.C	Failure to pay parking fine.	Failure to pay fine within 15 days shall result in additional cost of \$10. Failure to pay within 23 days shall result in additional cost of \$15 and notification to the Maryland Motor Vehicle Administration which may assess administrative fees and refuse to permit the registration or transfer of the registered owner's vehicle.	Failure to pay fine within 15 days shall result in additional cost of \$10. Failure to pay within 23 days shall result in additional cost of \$15 and notification to the Maryland Motor Vehicle Administration which may assess administrative fees and refuse to permit the registration or transfer of the registered owner's vehicle.
12.24.050.C	Direction of vehicle in space.	\$50	\$50
12.24.070.B	Parking in metered space for more than two hours.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.24.090.B	Depositing slugs.	\$50 plus damages	\$50 plus damages

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
12.24.130	Parking at expired meter.	Fine is equal to two times the daily maximum garage fee	Fine is equal to two times the daily maximum garage fee
12.32.190.A.	Violation—Penalty.	Fine is equal to two times the daily maximum garage fee	\$70 for second violation in a one year period, \$105 for a third violation in a one year period, and \$140 for a fourth and fifth violation in a one year. For any violations after the fifth violation in a one-year period, the vehicle may be impounded until all outstanding parking fines are paid.
12.32.190.B.	Violation—Penalty.	Failure to pay fine within 15 days shall result in a doubling of the initial fine and notification to the Maryland Motor Vehicle Administration which may assess administrative fees and refuse to permit the registration or transfer of the registered owner's vehicle.	Failure to pay fine within 15 days shall result in a doubling of the initial fine and notification to the Maryland Motor Vehicle Administration which may assess administrative fees and refuse to permit the registration or transfer of the registered owner's vehicle.
12.32.200	Violation—Unlawful usage or display—Penalty.	Not to exceed \$200 or imprisonment for three days or both.	Not to exceed \$200 or imprisonment for three days or both.
12.36.020.B	Interference with emergency equipment.	\$100	\$100
12.40.040.B	Depositing snow on cleared street.	\$50 per violation per day	\$50 per violation per day
12.44.040.B	Keeping wrecked or discarded vehicles.	\$100 per violation per day	\$100 per violation per day

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
12.48.030	Playing in streets violation.	\$50	\$50
12.54.040	Nonstandard vehicle violation.	Not to exceed \$100 per violation per day	Not to exceed \$100 per violation per day
14.04.040.B	Wheelchair ramps.	\$250 per violation per day	\$250 per violation per day
14.04.050.B	Sidewalk maintenance by abutting owner.	\$100 per violation per day	\$100 per violation per day
14.08.010.C	Driveway construction without permit.	\$100 per violation per day	\$100 per violation per day
14.12.080.C	Plant, remove, maintain and protect public trees without permit.	\$500 per violation per day	\$500 per violation per day
14.12.095.H	Tree conservation area—Tree removal.	\$500	\$500
14.12.150.E	Pruning and removal of trees.	\$200 per violation per day	\$200 per violation per day
14.16.020.D	Parking during scheduled street cleaning.	\$50	\$50
14.18.160.D	Opening streets in Historic District after mass participation sports event	\$500 (per half-hour)	\$1,000 (per half-hour)
14.18.180	Special Event violations	\$300	\$500
14.20.010.C	Obstructing street without permit.	\$100 per violation per day	\$100 per violation per day

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
14.20.030.B	Digging up, relaying or obstructing street without permit.	\$100 per violation per day	\$100 per violation per day
14.20.050	Public street obstruction.	\$100	\$100
14.20.060	Permitting sidewalk or gutter obstruction— Obstructive or dangerous trees.	\$100 per violation per day	\$100 per violation per day
14.20.070.B	Sidewalk sales.	\$100 per violation per day	\$100 per violation per day
14.20.080	Building encroachments on sidewalk.	\$100 per violation per day	\$100 per violation per day
14.20.100	Removal of encroaching structures.	\$100 per violation per day	\$100 per violation per day
14.24.010.B	Adjoining occupant to clear sidewalk.	\$100 per violation per day	\$100 per violation per day
14.30.020	Safely undergrounding utilities.	\$500 per violation per day	\$500 per violation per day
15.04.040.B	Compliance with harbormaster during a declared public emergency.	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both	Not to exceed \$1,000 or imprisonment not exceeding 90 days or both
15.06	Violation of rules for vessels and persons using City waters and shores.	\$100	\$100
15.10.120.D	Restricted mooring and	Not to exceed \$100	Not to exceed \$100

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
	anchoring areas.		
15.14.040	Housebarges violation.	\$100	\$100
15.20.110.D	Mooring without permit.	\$100	\$100
15.20.120.B	Not posting mooring permit.	\$100	\$100
15.20.160.C	Unlicensed or unauthorized structures.	\$100	\$1,000
15.24.040	Harbor/waterfront— Construction noncompliance.	\$100 per violation per day	\$1,000 per violation per day
16.04.010.F	Tapping existing water and sewer mains.	\$1,000 plus damages	\$1,000 plus damages
16.04.040.B	Air-conditioning discharge into public way or stormwater drain.	\$200 per violation per day	\$200 per violation per day
16.08.010.B	Opening fireplugs— Turning water on or off.	\$1,000 plus damages	\$1,000 plus damages
16.16.320.C and D	Sewer Service— Violation.	\$1,000 per violation per day	\$1,000 per violation per day
16.16.350.B	House sewer— Maintenance.	\$200 per violation per day	\$200 per violation per day
17.08.295	Grading, erosion, sediment control.	\$500 per violation per day	\$1,000 per violation per day
17.09.140.C	Unapproved removal of trees in development	\$1,000 per violation per day	\$1,000 per violation per day

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
	areas.		
17.11.470	Floodplain violation.	\$500 per violation per day	\$500 per violation per day
17.12.024.E	Building code—Use and occupancy permit.	\$200 per violation per day	\$200 per violation per day
17.12.042	Dangerous structural condition.	\$500 per violation per day	\$500 per violation per day
17.12.053.D	Building contractor license.	\$200 per violation per day	\$200 per violation per day
17.12.055.F	Display of address.	\$200 per violation per day	\$200 per violation per day
17.12.056.D	Building permit—Fees—Reinspection.	\$200 per violation per day	\$1,000 per violation per day
17.12.058.L	Commencing work without approval.	\$200 per violation per day	\$1,000 per violation per day
17.12.062.A	Unapproved construction.	\$200 per violation per day	1,000 per violation per day
17.12.064	Building Code Violation	\$200 per violation per day	\$500 per violation per day
17.12.092	Unlawful continuance.	\$500 per violation per day	\$500 per violation per day
17.16.110.A	Electrical code violation.	\$200 per violation per day	\$200 per violation per day
17.16.130.A	Mechanical code violation.	\$200 per violation per day	\$200 per violation per day
17.20.120.A	Fire prevention code violation.	\$250 per initial violation	Repeat or continuous violations: Second notice \$500 Third notice \$750 In excess of three notices \$1,000

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
17.22.100.A	Petroleum storage facilities enforcement.	\$200 per violation per day	\$200 per violation per day
17.24.280	Gas code violation.	\$200 per violation per day	\$200 per violation per day
17.28.150	Plumbing code violation.	\$200 per violation per day	\$200 per violation per day
17.28.160	Violation—Termination of water service.	\$1,000 per violation per day	\$1,000 per violation per day
17.30.090.A	Utility installation violation. (Commencing work without permit)	\$500 per violation per day	\$500 per violation per day
17.30.090.C	Utility installation violation. (Violates trench protective measures)	\$100 per violation per day	\$400 per violation per day
17.40.735	Foreclosure registration	\$50 per violation per day after fifth day	\$50 per violation per day after fifth day
17.40.890.A	Residential housing standards violation. (Failure to comply with notice)	\$200 per violation per day	\$200 per violation per day
17.40.890.B	Residential housing standards violation. (Failure to comply with schedule)	\$1,000 per violation per day	\$1,000 per violation per day
17.44.010.B	Short term rental license.	\$200 per violation per day	\$200 per violation per day
17.44.040.B	Rental unit license.	\$200 per violation per day	\$200 per violation per day

Section in Code	Section Name	Fine for Initial Offense	Fine for Repeat or Continuous Violations
17.44.140.B	Revocation, vacating premises and condemnation penalties.	\$100 per violation per day	\$100 per violation per day
17.48.350	Non-residential property maintenance.	\$200 per violation per day	\$200 per violation per day
17.60.160	Signs—Violations.	\$100 per violation per day	\$200 per violation per day
21.36.030	Planning and zoning infraction.	\$500 per violation per day	\$1,000 per violation per day
21.56.120	Historic preservation violation.	\$100 per violation per day	\$200 per violation per day
21.71.180	Forest Conservation Act—Enforcement	\$500.00	\$500.00

Accounting System - The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial positions and results of operations of a government.

Accrual Basis of Accounting - The method of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA - See Americans With Disabilities Act.

Americans with Disabilities Act (ADA) - This federal act gives civil rights protections to individuals with disabilities, similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation - The incorporation of additional territory within the domain of the City.

Appropriation - An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Assessable Base - The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

Assessed Valuation - The current market value of real estate as determined by the Department of Assessments and Taxation.

Balanced Budget - A budget in which revenues equal expenditures.

Bond - A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Anticipation Notes - Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds Issued - Bonds sold.

Bond Rating - A rating from a schedule of grades indicating the probability of timely repayment of principal and interest on bond issued.

Budget - A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year - The fiscal year for which the budget is being considered, that is, the fiscal year following the current year.

CAFR - See Comprehensive Annual Financial Report.

Capital Budget - The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years' planned expenditures may be required.

Capital Facilities Assessment (CFA) - Refers to the benefits that accrue to properties that are adjacent to public improvements. For example, if water mains are installed for the use of a neighborhood, the individual properties that are then connected to the water mains are receiving a "front-foot benefit", for which they will pay a one-time connection charge, and an annual assessment for thirty (30) years.

Capital Outlay - Expenditures which result in the acquisition of, or addition to, fixed assets. Any item with an expected life of more than a year and a value of more than \$5,000, such as an automobile, truck or furniture, is considered a capital outlay.

Capital Improvements Program (CIP) - The annual updated plan or schedule of project expenditures for public facilities and infrastructure with estimated project costs, source of funding, and timing of work over a six-year period. For financial planning and general management, the capital improvements program is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

Capital Project - A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, City staff charges, and major equipment, furniture, and fixtures necessary to make facilities operational may also be considered part of capital projects.

CDBG - See Community Development Block Grant.

Chart of Accounts - A uniform listing of accounts that standardizes City accounting and supports the preparation of standard external reports. It assists in providing control over all financial transactions and resource balances.

CIP - See Capital Improvements Program.

Client-Server - A computing platform where desktop PCs, known as clients, access large pools of information stored on high speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. Information storage is managed by the server. This approach combines the PC's innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

COBRA - See Consolidated Omnibus Budget Reconciliation Act.

Commingle - Refers to materials included in the City's recycling program, specifically glass jars and bottles, aluminum and steel cans, and plastic containers.

Community Development Block Grant (CDBG) - A general purpose federal grant primarily used to facilitate the production and preservation of low and moderate income housing.

Comprehensive Annual Financial Report (CAFR) - The official annual report of a government.

Consolidated Omnibus Budget Reconciliation Act (COBRA) - The legal requirement of an employer to offer eligible employees and their families the opportunity for a temporary extension of health coverage (called "continuation coverage") at group rates in certain instances where coverage under the plan would otherwise end.

Constant Yield - The tax rate that maintains the revenue from property taxes at the same level as the prior year. This rate is computed by the State Department of Assessments and Taxation each year on the basis of the new, adjusted assessable base for each jurisdiction. New Property appearing on the rolls for the first time is excluded from the calculation.

Contingency - Contingency funding represents monies budgeted for use in unforeseen circumstances.

Current Resources - Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

Current Year - The fiscal year immediately preceding the fiscal year for which the budget is being prepared.

Debt Issuance - Sale or issuance of any type of debt instrument, such as bond.

Debt Ratios - Ratios which provide measures of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service - The payment of interest on and repayment of principal on borrowed funds. The term may also be used to refer to payment of interest alone.

Deficit - The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department - A major administrative unit of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation - An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Award Program - A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division - A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

Empowerment - A managerial style which places emphasis on decentralized problem-solving in an effort to allow employees and citizens who are affected by policy decisions to participate extensively in the decision-making process.

Encumbrance - A firm commitment to pay for future goods and services, formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's enterprise funds include the Water, Sewer, Dock, Market House, Transportation, Off Street Parking, Stormwater Management, and Refuse funds.

Expenditure - The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense - The outflow of assets or the incurring of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits - Income from any billing for services or sale made by the City; for example, athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy - The City's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year; it is designated by the calendar year in which it ends. For example, the fiscal year 1996 begins on July 1, 1995 and ends on June 30, 1996.

Fixed Assets - Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Fringe Benefits - For budgeting purposes, fringe benefits are employer payments for social security, retirement, group health, dental and life insurance.

Front-Foot Benefit - See Capital Facilities Assessment.

FTE - See Full-Time Equivalent.

Full Faith and Credit - A pledge of the City's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) - A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

Fund Balance - The cumulative difference between revenues and expenditures over the life of a fund. A negative fund balance is usually referred to as a deficit.

FY - See Fiscal Year.

GAAP - See Generally Accepted Accounting Principles.

GASB - See Governmental Accounting Standards Board.

General Obligation Bonds - Bonds that are backed by the full faith and credit of the issuing government.

General Fund - The general operating fund that is used to account for all financial resources except for those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

GFOA - An abbreviation for Government Finance Officers Association.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Governmental Accounting Standards Board (GASB) - This organization was established as an arm of the Financial Accounting Foundation in April, 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Grant - A county, state, or federal financial assistance award making payment in cash or in kind for a specified program.

Gross Bonded Debt - The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HVAC - An abbreviation for heating, ventilation and air conditioning equipment.

ICMA - An abbreviation for International City Manager's Association.

Infrastructure - The physical assets of a city (streets, water, sewer, public buildings, parks), upon which the continuance and growth of a community depend.

Interfund Operating Transfers - Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues - Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in-lieu-of-taxes.

Investments - Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

Levy - (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

Liabilities - Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Management Indicators - Specific quantitative and qualitative measures of work performed as an objective of a department.

Matured Bonds Payable - A liability account reflecting unpaid bonds which have reached or passed their maturity date.

Measurement Focus - The accounting convention which determines (1) which assets and liabilities are included on an entity's balance sheet and (2) whether its operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

Modified Accrual Basis of Accounting - The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Net Bonded Debt - Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Non-Departmental Operating Expenditures - Operating expenditures which are not charged directly to specific departments, but are a cost to the City as a whole, such as debt service payments and general liability insurance.

Object Expense Code - As used in expenditure classification, this term applies to the article purchased or the service obtained.

Objective - Desired output-oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances an organization toward a corresponding goal.

Obligations - Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Budget - See Budget.

Operating Expenditures - Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services, and travel expenses.

Ordinance - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be enacted by ordinance and those which may be enacted by resolution.

Other Charges - In a summary analysis of expense types, this refers to all expenses not included within specifically defined categorizations. For example, within the City's general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

Outside Agency - An independent non-profit community organization working on behalf of the community that requests funding contributions from the City.

Overlapping Debt - The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

Pay-As-You-Go - Capital expenditures included in the Capital Improvements Program which are funded by a contribution from an operating fund.

Per Capita - Per unit of population; by or for each person.

Performance Measurements - See Management Indicators.

Permanent Employee - An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City's Administrative, Police, or Union classification tables, and whose position is established by the Position Control System.

Personnel (Costs) - Expenditures which include salary costs for full-time, part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

Previously Authorized Projects - Projects listed in the CIP section that were funded in prior years, but which have not been completed and formally closed.

Prior Year(s) - The fiscal year(s) immediately preceding the current year.

Program Area - A group of activities and/or work programs based primarily upon measurable performance.

Projections - Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to indicate the budgetary implications of existing or proposed programs.

Property Tax - A tax levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council.

Purchase Order - A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of charge for them.

Reappropriation - Statutory action to continue the availability, whether for the same or different purposes, of all or part of the unobligated portion of a budget into the next fiscal year.

Reappropriation Ordinance - Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year.

Receipts - Collections from the public, based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Reimbursement - A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Repurchase Agreement - An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings - The accumulated gains and losses of an enterprise fund to date, reduced by amounts transferred to permanent capital accounts.

Revenue - Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes - Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings from an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on Enterprise Fund property.

Revision - Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

Self-Insurance - Refers to the City's participation in a self insurance fund. Self-insurance allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

Special Assessment - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

Stormwater Management (SWM) - A means of controlling the quantity and quality of storm water runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to non-structural practices such as lower density of development and wider stream buffers.

Surplus - The amount by which the City's budget receipts exceed its budget outlays for a given period, usually a fiscal year.

Tax Anticipation Notes - Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base - All forms of wealth under the City's jurisdiction that are taxable.

Tax Duplication - A state of affairs whereby both County and City levy property taxes on citizens to pay for services rendered by the City.

Tax Rate - The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

Temporary Employee - An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police, or Union classification tables, and whose position is not established in the Position Control System.

Transfer - See Revision.

Undesignated Fund Balance - Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance - That portion of a fund balance for which no binding commitments have been made.

User Fees - Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

Zoning - The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e., residential, offices, manufacturing).