



THE CITY OF TAKOMA PARK, MD

FISCAL YEAR 2012

ADOPTED BUDGET

JULY 1, 2011 – JUNE 30, 2012

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Barbara B. Matthews, City Manager

April 4, 2011

Honorable City Councilmembers:

I am pleased to present for your review and consideration my recommended budget for the City of Takoma Park for Fiscal Year (FY) 2012. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important action that the City Council takes each year.

As in the past, I have prepared the proposed budget for FY 2012 with a focus on the long-term financial health of the City. Guiding financial principles included the following:

- Maintenance of adequate financial reserves to address timing differences in the City's receipt of monies and to avoid any disruption in services caused by a decline in a significant revenue source;
- Maintenance of Takoma Park's infrastructure, the City's vehicle and equipment fleet, and City facilities, both now and in the future; and,
- Use of reserve funds to fund only non-recurring initiatives or capital projects.

In the development of this budget, strong consideration was given to the priorities set forth in the City's Strategic Plan and prior financial and programmatic decisions made by the Council.

On February 22, 2011, the City Council held a work session to provide guidance on the development of the proposed budget for FY 2012. In keeping with the Council's direction at the work session, the proposed budget for FY 2012 focuses on the maintenance of existing service levels rather than the expansion of services.

Major Budgetary and Financial Issues

Economic Climate

The past few years have been a period of significant change for local governments across the country. While the Washington, D.C. region has fared better than many parts of the United States, both the State of Maryland and Montgomery County continue to grapple with structural budget deficits.

The cost cutting efforts of the State and County have included significant reductions in local aid, including Highway User Revenues, State Police Protection Aid, and municipal tax duplication payments. The reductions in these revenues sources have made the City of Takoma Park more reliant on real property tax revenues to meet its operational and capital needs.

On the national level, the economic downturn has resulted in low fixed income security rates. As a result, the City has experienced a significant decline in interest income on its investment portfolio in recent years.

The downturn in the stock market has impacted the investment portfolios of retirement systems across the country. The City has been particularly impacted by significant increases in the employer contribution rate for the State Retirement and Pension System of Maryland, through which the City provides retirement benefits to its non-sworn personnel.

The conventional wisdom is that it will take some time for the overall economic situation to improve. The staff will continue to be vigilant and to work to maximize use of the City's constrained resources for the betterment of the Takoma Park community.

Property Assessments and Taxes

Real property in the State of Maryland is reassessed on a triennial basis. All real property in Takoma Park was reassessed during FY 2010.

According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) is estimated to increase by approximately \$59.5 million or 3.1 percent from the prior year. The increase in the net value is partially attributable to the impact of the State Homestead Property Tax Credit.

The State Homestead Property Tax Credit limits the increase in taxable assessments each year to ten percent for residential property owners that meet certain criteria. Technically, the Homestead Credit does not limit the market value of the property as determined by the Department of Assessments and Taxation but limits the increase on the amount to be taxed to no more than ten percent. The ten percent cap effectively delays the impact of significant escalations in residential property assessments. As assessed values decrease, the gap between true and taxable assessed values narrows, with the full impact of lower property values being reflected in flattening property tax revenues.

Recognizing that increasing assessments pose a hardship for property owners, the City Council has made a concerted effort in recent years to reduce the real property tax rate to lessen the financial impact. In FY 2006, the City Council reduced the real property tax rate from \$0.66 per \$100 of assessed valuation to \$0.63. The rate was lowered again in FY 2007 to \$0.61 per \$100 of assessed valuation, to \$0.605 in FY 2009, and to \$0.58 in FY 2010. The rate remained at \$0.58 in FY 2011.

The proposed budget for FY 2012 is predicated on the continuation of the \$0.58 real property tax rate. At this rate, real property tax revenues would increase by \$395,178 compared to FY 2011 budgeted revenues.

The recommended budget for FY 2012 provides \$160,000 for the City's local supplement to the State Homeowner Property Tax Credit Program. This program allows credits against the homeowner's property tax bill if the property taxes exceed a fixed percentage of the person's gross income. In other words, it sets a limit on the amount of property taxes any homeowner must pay based upon his/her income. Since September 2005, the City has provided a local supplement equal to 50 percent of the State Credit to provide tax relief to low- and moderate-income and other homeowners who qualify for the State credit. Historically, about 165 to 170 households per year have benefited from this tax relief.

Staffing and Personnel Costs

As a service industry, the majority of the City's operational costs are personnel-related. For FY 2012, approximately 55 of all proposed expenditures (all funds) are associated with staffing.

Staffing costs carry forward into future years; as wage rates and benefit costs increase, the impact on the City's operating budget is compounded over time. As a result, the City has been very cautious about adding new positions and has instead looked for ways to realign staffing as vacancies have occurred.

In FY 2011, the City Council accepted my recommendation to realign City staffing to position the City to remain financially stable in spite of the economic downturn. As part of this process, several positions were eliminated and others were restructured from full-time to part-time status. This realignment occurred across all City departments and, combined, resulted in an approximate five percent reduction in City staffing.

With the reduction in City staffing and no corresponding reduction in City service levels, the past year has been a challenging one for the City staff. They rose to the challenge, and the City was able to continue providing a high level of customer service due to the dedication and hard work of all City employees.

The proposed budget for FY 2012 recommends no change in staffing levels, in accordance with the guidance provided by the City Council at the February 22, 2011 work session. While the funding source for certain positions will change, full-time equivalents will essentially remain the same. Employee wage adjustments will be the subject of negotiation with the City's two bargaining units.

Relative to fringe benefit costs, employee health insurance is projected to increase 8.5 percent in FY 2012. The City's contribution rate for the City of Takoma Park Police Employees' Retirement Plan will essentially remain the same, increasing from 34.82 percent to 34.83 percent of covered payroll; the Plan covers sworn police officers who are employed on a regular full-time basis. By contrast, the City's contribution rate for the State Retirement and Pension System (which covers the City's non-sworn personnel) will significantly increase in FY 2012; the contribution rate will increase from 10.83 percent of covered payroll to 15.94 percent.

In FY 2011, the City was confronted with escalating costs in the area of worker's compensation insurance and, as a result, left the Montgomery County Insurance Pool. The proposed budget assumes that the City remains with its current carrier, the Injured Worker's Insurance Fund. On a budget-to-budget basis, worker's compensation costs are projected to decrease by \$55,000 in FY 2012.

Debt Service

The FY 2012 budget for the Debt Service budgetary unit is \$2,144,583. This represents an increase of \$963,670 from the FY 2011 budget.

The variance is attributable to the proposed redemption of the 2002 Community Center bond issue. The bond provisions allow for the City to redeem the balance of this bond, which has an associated term of 20 years, in whole or in part at any time on or after June 1, 2012. The City has sufficient unreserved monies to redeem the bond in June 2012. The early redemption of the 2002 Community Center bond issue will save approximately \$347,000 in interest costs and trustee fees.

The proposed FY 2012 budget includes funding in the amount of \$1,398,056 for debt service payments associated with the 2002 Community Center bond issue. The scheduled debt service payment for the year totals \$157,556. The projected payoff amount for the bond issue in June 2012 is \$1,240,500.

In FY 2012, the City will make final payment on the 2004 street improvement bond issue. Since the bonds were issued, the City has pledged funding in the annual amount of \$500,000 for debt service on the bonds, with the balance allocated for street improvements. Upon retirement of the street improvement bond, the City will need to continue to allocate \$500,000 per year towards street improvements. As a result, there will be no net budgetary savings realized from the payoff of the street improvement bond issue.

During the coming fiscal year, the City will make the final payment on a capital lease for police cars. The lease payment for FY 2012 is \$49,322.

With the payoff of the 2002 Community Center bond issue and the capital lease, annual debt service payments going forward will be reduced by approximately \$207,000 (assuming that no new debt is issued).

The reduction in debt service payments beginning in FY 2013 will provide the City with greater financial flexibility in the future.

Environmental Initiatives

During FY 2012, the City will undertake a number of environmental initiatives. These initiatives are described in detail below.

As part of the annual purchase of police vehicles, a traditional gasoline fueled vehicle will be replaced by a hybrid vehicle. The hybrid vehicle will emit fewer tons of CO2 per year and will reduce the City's fuel costs over the life of the vehicle.

At the corner of Prince George's Avenue and Circle Avenue, the City owns a large parcel in the right-of-way that contains several storm system lines and a large inlet. The Prince George's/Circle Avenue Bio-Retention Project will involve the creation of a bio-retention area by removing the existing inlet and excavating an area that will be replaced with sand and soils that promote drainage. The area will be replanted with vegetation that thrives in these conditions. It will be structured to enable run-off from the surrounding streets to be channeled into the bio-retention area.

The intersection of Wabash and Roanoke Avenue is a large impervious asphalt area that is steeply sloped. The slope continues outside the roadway and down to Sligo Creek Parkway and the creek. During most rains, water washes down the street and causes erosion to the steep slope. The Wabash Avenue Filtration and Stabilization Project will remove a portion of the asphalt and replace it with a filtration area. Stormwater can then be absorbed into the ground, slowing the velocity of the water, reducing erosion, and removing pollutants.

The Poplar Mill/Sligo Mill area is a designated open space, purchased largely by the Maryland-National Capital Park and Planning Commission. In accordance with an agreement with the Commission, the City maintains the space. The area includes a large creek known as "Takoma Branch" which is fed by a large storm drain culvert which drains the adjacent area. Within the floodplain, there is evidence that the site was used for many years as a dumping ground for concrete, rubble, and other trash. The Poplar Mill/Sligo Mill Debris Removal and Takoma Branch Stream Valley Restoration Project, which will continue over many years, will entail the removal of the debris and the re-creation of the natural contour of the streambed. As part of the project, invasive species will be removed.

The Ritchie Avenue Bio-Retention Project will entail installation of a traffic circle along with streetscaping in curb extensions. Current plans call for the central traffic circle to be constructed with porous pavers. The curb extension will serve as a bio-retention area to treat the runoff generated from the Oswego and Ritchie Avenue intersection.

The Flower Avenue Green Street project will have two significant "green" benefits. By making the street safer and more comfortable for pedestrians, bikers, and bus riders, non-vehicular modes of transportation will be encouraged. The project will also slow, filter, and reduce stormwater runoff into Sligo Creek and Long Branch Creek. The one-mile stretch of Flower Avenue between Piney Branch Road and Carroll Avenue has almost no stormwater infrastructure. Rain water flows on the surface of Flower Avenue to the side streets and then flows directly into Sligo Creek and Long Branch Creek. Rain gardens, proposed to line Flower Avenue, will slow the runoff and allow for filtration of the water entering the watershed. If funds allow, other "green" features can be installed, such as LED streetlights and green roofed bus shelters.

The City has been awarded a grant in the amount of \$93,000 from the Maryland Energy Administration. The grant funding, supplemented by City funding for design services, will be used to make energy efficient improvements at the Takoma Park Community Center. The existing chiller system will be replaced with a high efficiency chiller and two air handling units. Programmable thermostats will be added for the five existing roof top heat pump units.

The FY 2012 budget also contemplates continuation of the bulk buy tree purchase program. In keeping with the Council's stated desire to encourage planting of trees on private property, the City will provide a subsidy of \$50 per tree purchased through the program. The budget assumes the allocation of \$5,000 from the Tree Fund for this subsidy.

Equipment Replacement Reserve

In accordance with the City Charter, certain monies are set aside for the scheduled replacement of vehicles and equipment. These funds are accounted for in the Equipment Replacement Reserve.

Prior to my tenure as City Manager, there were years in which no contribution was made to the Equipment Replacement Reserve. With the support of the City Council, a concerted effort has been made in recent years to adequately fund the Equipment Replacement Reserve to ensure that the City's vehicle and equipment fleet is appropriately maintained. The proposed budget contemplates a contribution in the amount of \$750,000 to the Equipment Replacement Reserve. Because FY 2012 revenues will not fully support this level of contribution, a portion of it will be made through a transfer from unreserved fund balance to the Equipment Replacement Reserve.

Facility Maintenance Reserve

The FY 2012 budget contemplates the creation of a Facility Maintenance Reserve. Currently, the Equipment Replacement Reserve contains a number of items that are facility-related; however, it does not provide an adequate mechanism to address all future facility maintenance needs.

The creation of a Facility Maintenance Reserve would provide a more focused mechanism to ensure that the City identifies and plans for future facility maintenance items. The proposed budget for FY 2012 recommends an initial funding contribution of \$250,000 for the Facility Maintenance Reserve.

Budget Overview

The FY 2012 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund.

The General Fund accounts for the day-to-day operational activities of the City, such as police protection, snow removal, and general administration. The City is responsible for providing stormwater management services within its corporate boundaries; revenue and expenditure activities related to this function are tracked through the Stormwater Management Fund. The Special Revenue Fund is utilized to account for projects financed with grants, including those from federal, state, and county agencies. The Speed Camera Fund was established in FY 2009 to track financial transactions associated with the City's speed camera program, which went into effect on April 1, 2009.

Combined expenditures for all funds for FY 2012 equal \$24,540,487. Combined revenues for all funds total \$22,915,252. The variance between expenditures and revenues is made up by the use of fund balance, including monies set aside in the Equipment Replacement Reserve.

The following table summarizes proposed expenditures for FY 2012 by fund. Budgeted and estimated expenditures for FY 2011 are provided for comparative purposes.

Fund	Budgeted FY 2011	Estimated FY 2011	Proposed FY 2012
General	\$22,372,762	\$21,965,457	\$20,736,157
Stormwater Management	535,214	543,978	498,511
Special Revenue	850,239	451,875	1,025,041
Community Center	20,000	20,000	0
Speed Camera	2,022,166	1,758,455	2,280,778
Total Expenditures	\$25,800,381	\$24,739,765	\$24,540,487

The variance between FY 2011 and FY 2012 expenditures is attributable primarily to costs associated with renovation of the Public Works Facility. Further detail on each of the four funds comprising the FY 2012 budget follows.

General Fund

The majority of City spending is accounted for in the General Fund. Departmental activities reflected in General Fund expenditures include General Government, Police, Public Works, Recreation, Housing and Community Development, Communications, and Library.

In addition to the aforementioned operational activities of the City, the General Fund also provides for certain expenditures that are not related to a particular department. These costs, classified as "non-departmental" for budgetary purposes, include general liability and other insurance coverage and the City's local supplement to the State Homeowner's Property Tax Credit.

The General Fund provides for principal and interest payments on the City's outstanding debt obligations. These obligations, which were incurred as a result of long or short-term borrowing or lease financing, are accounted for in the debt service division of the General Fund.

Certain capital expenditures are also recorded in the General Fund. These expenditures include the purchase of vehicles and equipment and the cost of infrastructure projects, including street resurfacing.

General Fund Revenues

The following table summarizes projected General Fund revenues for FY 2012 by source. Budgeted and estimated revenues for FY 2011 are provided for comparative purposes.

Revenue Source	Budgeted FY 2011	Estimated FY 2011	Proposed FY 2012
Taxes and utility fees	\$13,548,772	\$13,542,297	\$13,949,128
Licenses and permits	71,604	41,500	53,300
Fines and forfeitures	207,000	262,000	228,800
Use of money and property	76,000	58,000	60,000
Charges for service	835,700	915,000	906,800
Intergovernmental	4,065,941	4,233,656	4,137,610
Miscellaneous	143,325	143,725	82,350
Total Revenues	\$18,948,342	\$19,196,178	\$19,417,988

As mentioned earlier in this transmittal message, Takoma Park relies heavily on property taxes to fund its operations. The decline in other revenue sources in recent years has increased the City's reliance on property tax revenues. Tax receipts from real property make up approximately 58 percent of projected FY 2012 General Fund revenues.

Income taxes are another major source of operating revenues for the City. In accordance with Maryland law, municipalities within Montgomery County receive 17 percent of County income tax collected within the municipality. Revenues declined slightly in FY 2009, likely due in part to the General Assembly's approval

of an increase in the income tax personal exemption, decreasing taxable income on which local income taxes are based. The downturn in the economy has also impacted this revenue source, and the City's income tax receipts for Fiscal Year 2011 are expected to come in slightly under budget. In anticipation of stronger economic conditions in FY 2012, income tax revenues are projected to increase slightly compared to Fiscal Year 2011 receipts. This revenue source is anticipated to yield approximately \$2.1 million, which equates to about 11 percent of total General Fund revenues for FY 2011.

Intergovernmental revenues are projected to increase by about \$72,000 from FY 2011. The decrease in intergovernmental revenues is a direct result of the financial difficulties of the State of Maryland and Montgomery County. In late summer 2009, the State of Maryland significantly reduced the municipal share of Highway User Revenues as well as State Police Protection Aid. To put this reduction in perspective, the City received revenues of approximately \$994,000 from these two sources in Fiscal Year 2008. For FY 2012, staff projects receipts of about \$283,000 from Highway User Revenues and State Police Protection Aid. As of the date of this transmittal message, the State Legislature is considering a measure that would restore a portion of the prior reduction in Highway User Revenues. While I am cautiously optimistic that this measure will come to fruition, its success was too speculative at this juncture to adjust Highway User Revenues accordingly.

In addition to the decline in State revenues, the City has also experienced a decline in monies coming from Montgomery County. During FY 2011, the County reduced tax duplication payments by 15 percent, resulting in a revenue loss of \$450,010. The County also reduced its Library Aid payment and the amount of the operational grant for the New Hampshire Avenue Recreation Center.

The County Executive's proposed budget reflects a five percent reduction in the FY 2011 amount for tax duplication payments, equating to a revenue loss of \$127,503. A similar reduction has been proposed for the Library Aid payment and the operational grant for the New Hampshire Avenue Recreation Center.

Based on data received from Montgomery County, the FY 2011 budget also reflected a reduction in the County Police Rebate, which is based on Takoma Park's assessable base. The City recently learned that a computation error had been made and that the City will actually receive \$163,420 more than the budgeted amount. Revenues from this source are expected to increase again in FY 2012, reflecting a budget-to-budget gain of \$204,590.

Combined, FY 2012 revenues from Montgomery County are projected to increase \$57,957 compared to the prior year budget.

The economic downturn has caused overall fixed income securities rates to remain low, which has resulted in a significant decline in interest income earned on the City's investment portfolio in recent years. To put this decline in perspective, revenues from the use of money and property generated about \$354,000 in FY 2008. Staff projects receipts of \$60,000 in FY 2012.

Revenues from services and charges are projected to exceed the FY 2011 budgeted amount, primarily due to increased revenues from recreation programs and services. On a budget-to-budget basis, revenues from services and charges are expected to increase by \$71,100. The majority of the variance is attributable to recreation programs and services.

As part of the preparation of the proposed budget for FY 2012, staff conducted a comprehensive review of the City's fee structure. The City's cost of providing the service was analyzed, as well as a survey of other jurisdictions' fee structures. Proposed General Fund revenues reflect increases in several existing fines and fees (for example, parking violation fines), as well as the enactment of new charges, such as the enactment of a library card charge for Montgomery County residents who live outside the boundaries of Takoma Park.

General Fund Expenditures

The proposed budget for FY 2012 includes General Fund expenditures in the approximate amount of \$20.74 million. The following table summarizes proposed expenditures by department or budget unit. Budgeted and estimated expenditures for FY 2011 are provided for comparative purposes.

Department/ Budget Unit	Budgeted FY 2011	Estimated FY 2011	Proposed FY 2012
General Government	\$2,450,098	\$2,369,334	\$2,490,336
Police	5,752,730	5,815,597	5,939,150
Public Works	3,889,393	3,775,655	3,900,442
Recreation	1,346,678	1,294,075	1,344,716
Housing & Community Development	1,265,788	1,234,007	1,278,650
Communications	345,123	306,856	323,425
Library	992,559	980,396	1,025,774
Non-Departmental	941,817	924,981	905,790
Capital Outlay	4,207,663	4,083,792	1,383,291
Debt Service	1,180,913	1,180,764	2,144,583
Total Expenditures	\$22,372,762	\$21,965,457	\$20,736,157

Proposed General Fund expenditures for FY 2012 are \$1,636,605 less than budgeted expenditures for FY 2011. The components of the variance are described in more detail below.

- Personnel costs account for approximately 63 percent of fund expenditures. This expenditure category is up by \$365,363, or about 2.9 percent, compared to the prior year budget. As mentioned earlier in this transmittal message, increased fringe benefit costs (specifically the City's contribution to the State Retirement and Pension System and employee health insurance) account for the majority of the variance.
- Supplies, representing about five percent of General Fund expenditures, are essentially flat. This expenditure category is down by \$1,243 compared to the FY 2011 budget.
- Services and charges account for 11 percent of fund expenditures. Proposed FY 2012 expenditures are down by \$135,662 or 5.5 percent compared to prior year expenditures. Contributing factors to the variance include an adjustment in the City's projected cost for electricity and a reduction in contractual costs in several departments.
- Miscellaneous expenditures are up by \$959,309, or about 46 percent. As discussed earlier in this transmittal message, the proposed budget assumes the redemption of the balance of the 2002 general obligation bond issuance for the Community Center, which has an associated cost of \$1.24 million. The redemption will save Takoma Park taxpayers approximately \$347,000 in interest and fees.
- Capital costs will decrease by \$2,824,372. The variance is attributable to construction costs associated with the Public Works Facility renovation, the majority of which were incurred in FY 2011.

Certain General Fund projects/initiatives that I would like to call to your attention are described on the following page.

- The Housing and Community Development Department budget includes \$30,000 to support the work of Main Street Takoma. The work of Main Street Takoma would otherwise be performed by

City staff, and the financial support provided to the organization is the most cost effective way for it to be accomplished.

- The proposed budget contemplates continuation of the Small Community Grant Program, which was established by the City Council to work in partnership with the community to help achieve the prioritized goals set forth in the Strategic Plan. Funding in the amount of \$7,500 is provided for this program.
- The Non-Departmental budgetary unit includes continued financial support for the Independence Day Committee (\$12,500), the Crossroads Farmer's Market (\$15,000), and emergency assistance services (\$15,000). In accordance with the Council's direction, funding in the amount of \$7,000 has been included in the proposed budget for support to the Takoma Park Folk Festival.

In recent years, the City has conducted a bi-annual survey of Takoma Park residents; the last survey was done in 2009. The survey has provided residents with the opportunity to provide feedback on the quality of life in Takoma Park and City services. City staff has found the survey results to be very useful in identifying areas of concern that require management attention. Because of budgetary constraints, no funding for the next iteration of the resident survey has been included in the proposed budget for FY 2012. Should a new source of funding become available during the course of the budget process (such as an increase in Highway User Revenues), I recommend that the Council consider funding the survey in the next fiscal year.

General Fund Fund Balance

Fund balance represents the difference between actual revenues and expenditures as accumulated over time. The source and timing of revenues, as well as the stability of revenue sources, dictate the level of fund balance necessary to avoid cash shortages in normal day-to-day operations.

The General Fund is anticipated to begin FY 2012 with a fund balance of approximately \$8.06 million. Approximately 33 percent of this amount is set aside for specific purposes and is not available for general operations of the City. These purposes include the Equipment Replacement Reserve and the Emergency Reserve. The reserved fund balance also includes monies received from WSSC for future street work.

The proposed budget for FY 2012 contemplates the expenditure of approximately \$1.37 million in fund balance monies. Of this amount, \$1.24 million represents the costs of redeeming the 2002 Community Center bond issue. The balance represents the anticipated expenditure of Equipment Replacement Reserve funds and costs associated with the Public Works Facility renovation.

As of June 30, 2012, the General Fund is projected to have a fund balance of \$6.70 million. Included in this amount are the monies designated for the Equipment Replacement Reserve, the newly created Facility Maintenance Reserve, the Emergency Reserve, and funds received from WSSC for future street work. Combined, these restricted funds are projected to total approximately 45 percent of the year-end total General Fund fund balance.

As required by the Charter of the City of Takoma Park, the FY 2012 budget includes a contingency account equal to 0.5 percent of budgeted revenues. This contingency account is reflected in the Non-Departmental budgetary unit of the General Fund. For the purpose of projecting the fund balance as of June 30, 2012, I have assumed expenditure of the full amount of the contingency accounts during the fiscal year. If no contingency monies are expended, the projected fund balance would increase by approximately \$97,090.

Stormwater Management Fund

The City is responsible for providing stormwater management services within its corporate boundaries. These services, which are directed by the Public Works Department, include the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. Additionally, the City ensures compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. Revenue and expenditure activities related to these functions are accounted for in the Stormwater Management Fund.

Almost all fund revenues are derived from stormwater management fees paid by property owners in the City. Other Stormwater Management Fund revenue sources are permit fees, late fees, and interest charges. The proposed FY 2012 budget assumes receipt of grant funding in the amount of \$111,000. If awarded, the monies would be used for the Ritchie Avenue Bio-Retention Project, described earlier in this transmittal message.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). The proposed budget for FY 2012 assumes no change in the base rate of \$48, which was implemented in FY 2007.

The budget reflects total Stormwater Management Fund expenditures of \$498,511. Of this amount, \$211,000 is allocated for various capital projects. Fund expenditures also include 50 percent of the personnel cost of the City Engineer, who directs the City's stormwater management activities, and 25 percent of the cost of an administrative employee.

Special Revenue Funds

The City has historically pursued federal, state, and county grants to advance community priorities while keeping taxes as low as possible. Over the years, these grants have provided funding for a variety of purposes, including law enforcement, community revitalization, park development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific project funded by each grant.

In FY 2012, the City will receive funding from a variety of entities, including the Community Development Block Grant Program, the Maryland Department of Energy, and the Maryland Department of Housing and Community Development Community Legacy Program. The proposed budget for FY 2012 reflects total Special Revenue Funds expenditures of \$1,025,041. Projects to be funded with grant monies during the fiscal year include the following:

- Educational programming to enhance the safety of children coming to and from school
- Design and construction of sidewalk and related pedestrian safety improvements
- Weekly distribution of food to low- and moderate-income households and to elementary school children eligible for free and reduced meals
- Provision of façade grants for commercial buildings located within the Main Street Takoma area
- Renovation of Historic Takoma, Inc.'s headquarters in Takoma Junction
- Purchase of easements from qualified commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements in Community Development Block Grant eligible census tracts

- Renovation of the field area of Ziegler Park
- Bilingual marketing and an educational initiative designed to improve access to fresh and locally grown foods associated with the Crossroads Farmer's Market.

An operating transfer in the amount of \$47,500 will be made from the General Fund to the Special Revenue Funds. Of this amount, \$500 will be used to pay for fund bank charges while \$20,000 is the required City match for the Ziegler Park field renovation. Funding in the amount of \$27,000 will be used for design work associated with the efficiency grant provided by the Maryland Department of the Energy.

Fund revenues will exceed expenditures by \$389,468. The difference between revenues and expenditures is due to the receipt of more cable grant monies than will be expended in FY 2012.

Speed Camera Fund

The Speed Camera Fund was established in FY 2009 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities.

In FY 2009, two cameras were installed on New Hampshire Avenue. Two cameras were also installed in the 500 block of Ethan Allen Avenue.

In March 2011, a fifth camera was installed in the 1000 block of University Boulevard, eastbound. Installation of a sixth camera in the 1000 block of East-West Highway, westbound, is pending.

Speed Camera Fund Revenues

By State law, speed camera program revenues are restricted. They can only be used for purposes that improve public safety.

The City's speed camera program went into effect on April 1, 2009. The program was impacted by legislation enacted during the 2009 State legislative session. Prior to enactment of the legislation, citations were issued for speeds more than ten miles per hour above the posted limit; the 2009 legislation provided for citations to be issued for speeds in excess of 12 miles per hour above the posted limit as of October 1, 2009. The change in the citation threshold resulted in a decrease in fund revenues.

For FY 2012, Speed Camera Fund revenues are budgeted at approximately \$1.6 million. Because the City has limited data on the recently installed University Boulevard camera and the East-West Highway camera has not yet been installed, this revenue projection is based on the operations of only the New Hampshire and Ethan Allen cameras. At such time as reliable data relative to the newest cameras becomes available, Speed Camera Fund revenues should be adjusted through the budget amendment process.

Speed Camera Fund Expenditures

Speed Camera Fund expenditures for FY 2012 total \$2,280,778. In preparing the fund budget, a concerted effort was made to address the diverse opinions of Councilmembers regarding the use of speed camera monies.

An overview of Speed Camera Fund expenditures is provided below:

- Personnel costs for 3.75 full-time equivalents will be charged to the Speed Camera Fund. This represents an increase of 0.75 full-time equivalents compared to FY 2011. The cost of the officer assigned to the inter-jurisdictional Gang Task Force was fully funded with grant monies during FY 2011; however, it does not appear that the federal government will reauthorize funding for the Task

Force for FY 2012. There is sufficient grant funding for the position for the first quarter of the new fiscal year; the balance of the cost of the employee will be charged to the Speed Camera Fund in the coming fiscal year.

- The contractually required payment to ACS State and Local Solutions, Inc., the firm that the City retained for installation of the speed cameras, is projected to be \$623,000. This figure is tied to Speed Camera Fund revenues which, as previously indicated, are budgeted only on the New Hampshire Avenue and Ethan Allen Avenue cameras.
- Funding in the amount of \$140,800 is allocated for public safety expenditures, including in-car video cameras, personal protective equipment for police personnel, field radio equipment, and in-car mobile computers. Field radio equipment and in-car mobile computers were previously funded out of the Equipment Replace Reserve. The transfer of these items to the Speed Camera Fund relieves some of the financial pressure on the Equipment Replacement Reserve, allowing a reduction in the amount to be allocated to it on an annual basis.
- An allocation of \$575,000 has been included for new sidewalk design and construction. It is anticipated that the work will be focused on Wards 2 and 6.
- Funding in the amount of \$300,000 is earmarked for sidewalk retrofit work associated with compliance with the Americans with Disabilities Act.
- An allocation of \$130,000 has been allocated for the Ritchie Avenue traffic calming installation, with \$30,000 earmarked for other traffic calming measures.
- Other capital projects include pre-development work related to the Ethan Allen Gateway Streetscape Project to facilitate future grant applications (\$80,000) and streetlight upgrades (\$20,000). Streetlight upgrades were previously funded out of the General Fund.

The balance of Speed Camera Fund expenditures includes operating supplies and bank charges.

Speed Camera Fund Fund Balance

The Speed Camera Fund is anticipated to begin FY 2012 with a fund balance of approximately \$1.06 million. Fund expenditures will exceed fund revenues, resulting in a reduction in fund balance.

The Speed Camera Fund is projected to have a fund balance of \$380,292 as of June 30, 2012. Because the proposed budget does not reflect any financial activity associated with the recently installed University Boulevard camera or the pending camera installation on East-West Highway, the year-end fund balance will be higher unless the Council allocates the net revenues from the cameras during the course of the fiscal year.

As reflected in the five-year Capital Improvement Program, the City will need to undertake a major acquisition of new radio equipment over the next few years. The current Montgomery County radio system is at the end of its life cycle and will no longer be supported by Motorola within the next three years. As part of the conversion process, the City will need to replace its current inventory of radios.

The City will begin replacing its police radios in FY 2012. In FY 2014, the City is projected to expend \$407,000 on new radio equipment. Because the cost of radio equipment has been moved to the Speed Camera Fund from the Equipment Replacement Reserve, it will be important to build up fund balance over the next two years to ensure that adequate funding is on hand for this expenditure. Therefore, I recommend that the projected fund balance of \$380,292 be reserved for future capital equipment purchases and that this amount be supplemented by the revenues generated by the recently installed University Boulevard camera and the pending installation on East-West Highway.

Conclusion

The preparation of my recommended budget each year is a significant undertaking by the Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would like to particularly acknowledge the contributions of Deputy City Manager Suzanne Ludlow, Director of Finance Yovonda Brooks, Human Resources Manager Karen Hampton, Budget/Financial Specialist Daisy Ling, and Executive Assistant Peggye Washington.

The staff and I look forward to working with the City Council to finalize a budget for FY 2012 that meets the expectations of the Takoma Park community.

Sincerely,

Barbara B. Matthews
City Manager

Changes from the Proposed to the Adopted FY12 Budget General Fund

Proposed Revenue Total - City Manager's Proposed Budget	19,417,988	
Taxes and Utility Fees		
Increase: Highway User Revenues	109,995	Updated estimate based on State legislative action
Charges for Service		
Increase: Heavy Trash Pick-up	1,900	Adjusted based on FY11 projection and proposed fee increase
Decrease: Library Fees	(8,120)	Adjusted projection from proposed non-resident card fee increases
Intergovernmental Revenues		
Increase: In Lieu of Police	108,560	Adjusted based on County Council budget reconciliation
Increase: In Lieu of Roads Maintenance	18,811	Adjusted based on County Council budget reconciliation
Increase: In Lieu of Parks Maintenance	3,070	Adjusted based on County Council budget reconciliation
Increase: In Lieu of Crossing Guard	6,936	Adjusted based on County Council budget reconciliation
Miscellaneous		
Increase: Tree Fund	5,000	Increased subsidy for trees purchased through bulk buy program
Adopted Revenue Total - Revised	19,664,140	

Proposed Expenditure Total - City Manager's Proposed Budget	20,736,157	
General Government		
Increase: Legal services related to cable franchise agreement	3,000	
Decrease: Employee health insurance	(1,837)	Negotiation of lower renewal rate
Increase: State Retirement System contribution	18,636	Retroactive contribution for City Councilmembers per State law
Police		
Decrease: Employee health insurance	(6,081)	Negotiation of lower renewal rate
Public Works		
Decrease: Employee health insurance	(2,896)	Negotiation of lower renewal rate
Increase: Additional right-of-way trash and recycling cans	6,400	Addition directed by City Council
Increase: Additional leaf collection service on State highways	3,900	Addition directed by City Council
Increase: Funding for environmental initiatives	150,000	Addition directed by City Council
Recreation		
Decrease: Employee health insurance	(965)	Negotiation of lower renewal rate
Housing and Community Development		
Decrease: Employee health insurance	(961)	Negotiation of lower renewal rate
Communications		
Decrease: Employee health insurance	(132)	Negotiation of lower renewal rate
Library		
Decrease: Employee health insurance	(1,078)	Negotiation of lower renewal rate
Non-Departmental		
Increase: General Contingency account	1,231	Adjusted based on revised General Fund revenues
Increase: Worker's Compensation Insurance	39,000	Adjusted based on actual policy renewal rate
Capital Outlay		
Increase: Public Works Facility renovation	174,500	Weather related project delays, resulting in more work in FY 2012
Increase: Closed Circuit TV	12,000	Carryover of FY 2011 ERR project
Increase: Millenium Door Security Hardware/Software	25,000	Carryover of FY 2011 ERR project
Adopted Expenditure Total - Revised	21,155,874	

Changes from the Proposed to the Adopted FY12 Budget Special Revenue Funds

Proposed Revenue Total - City Manager's Proposed Budget	1,414,509	
Intergovernmental Revenues		
Increase: New grant award from U.S. Elections Commission	25,000	Post Election Audit Grant
Adopted Revenue Total - Revised	1,439,509	

Proposed Expenditure Total - City Manager's Proposed Budget	1,025,041	
General Government		
Increase: New grant award from U.S. Elections Commission	25,000	Post Election Audit Grant
Adopted Expenditure Total - Revised	1,050,041	

Changes from the Proposed to the Adopted FY12 Budget Stormwater Management Fund

Proposed Revenue Total - City Manager's Proposed Budget	484,000	
-	-	
Adopted Revenue Total - Revised	484,000	

Proposed Expenditure Total - City Manager's Proposed Budget	498,511	
Public Works		
Decrease: Employee health insurance	(50)	Negotiation of lower renewal rate
Capital Outlay		
Increase: Garland Avenue project	67,000	Carryover of FY 2011 project
Adopted Expenditure Total - Revised	565,461	

Changes from the Proposed to the Adopted FY12 Budget Speed Camera Fund

Proposed Revenue Total - City Manager's Proposed Budget	1,598,755	
-	-	
Adopted Revenue Total - Revised	1,598,755	

Proposed Expenditure Total - City Manager's Proposed Budget	2,280,778	
Police		
Decrease: Employee health insurance	(425)	Negotiation of lower renewal rate
Adopted Expenditure Total - Revised	2,280,353	

Budget Development Process

General Information

The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

The City Charter requires the City Manager to submit a recommended budget to the City Council. In addition to the operating budget, a five-year Capital Improvement Plan (CIP) is presented for the Council's review.

Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

Budgetary control is maintained at the fund level. The City Manager may reallocate expenditures within the budget adopted by the Council, subject to such restrictions as the Council shall impose by ordinance. Changes in the total appropriation level for any given fund are enacted by the Council through a budget amendment ordinance.

FY 2012 Budget

In February 2011, the City Manager met with the management team to review mid-year expenditure reports for FY11 and to discuss CIP and personnel requirements for FY12. The Director of Finance provided initial revenue projections to the City Manager.

During March 2011, the City Manager met with the management team to review their FY11 operating budget requests. The Director of Finance provided final revenue projections to the City Manager. In late March, the City Manager finalized her recommended budget for FY12.

The City Manager presented her recommended operating budget for FY12 and the CIP for FY12 – FY16 to the Council on April 4, 2011. Prior to commencing its deliberations regarding the City Manager's proposed budget, the Council held an initial public hearing on April 11, 2011.

Following the public hearing, the Council conducted a series of work sessions during April and May to discuss budgetary matters. A second public hearing was held on April 25, 2011.

The Council approved the budget on May 23, 2011 and adopted several associated ordinances that set the property tax and stormwater fee rates and established compensation rates for most City employees.

The adopted budget for FY11 took effect on July 1, 2011.

FY 2012 Budget at a Glance

- Total revenues (all funds) of \$23,186,404.
- Total expenditures (all funds) of \$25,051,729.
- Total General Fund revenues of \$19,664,140.
- Total General Fund expenditures of \$21,155,874.
- Assessable real property base (net) projected to increase by approximately \$59 million or 3.2 percent from FY11.
- Real property tax rate remains at \$0.58 per \$100 of assessed valuation. Real property tax revenues increase by \$395,178 compared to FY11 budgeted revenues.
- Increase in County police rebate, which is based on the City's assessable base. Budget-to-budget gain of \$41,170.
- Increase in existing user fees, including parking-related fines and dumpster, driveway apron, and utility fees. Implementation of new user fees for review of development applications, participation in housing workshops, and for County residents not living in Takoma Park for library cards.
- Staffing levels essentially flat.
- Anticipated General Fund expenditures of \$568,193 for street improvements. Includes \$150,000 for design services associated with the Flower Avenue Green Street Project.
- Continued funding for the City's local supplement to the State Homeowner Property Tax Credit Program. Funding of \$160,000 for the program.
- Contribution of \$700,000 to the Equipment Replacement Reserve.
- Creation of Facility Maintenance Reserve, with initial funding allocation of \$250,000.
- Early redemption of 2002 Community Center bond issue, which will save approximately \$347,000 in interest costs and trustee fees.
- Continued financial support for Main Street Takoma (\$30,000), the Crossroads Farmer's Market (\$15,000), and the Takoma Park Independence Day Committee (\$12,500). In accordance with Council direction, \$7,000 has been allocated for assistance to the Takoma Park Folk Festival Committee.
- Continued financial support for emergency assistance services (\$15,000) to supplement donations made through the stormwater management fee billing.
- Allocation of \$7,500 for the Small Community Grant Program.
- Additional \$150,000 for new environmental initiatives.
- No change in base unit stormwater management fee.
- Expenditures of \$565,461 for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. Includes several bio-retention projects and removal of debris and invasives from Sligo Mill/Poplar Mill natural area.
- Various grant-funded projects in the amount of \$1,050,041 accounted for in the Special Revenue Funds. Projects include educational programming to enhance the safety of children coming to and from school and façade grants for buildings located within the Main Street Takoma area.
- Anticipated expenditure of \$2,280,353 from speed camera revenues. Expenditures include payment to the program contractor, design and installation of new sidewalks, retrofit of existing sidewalks for compliance with the Americans with Disabilities Act, police equipment, program staffing, the cost of the City's traffic officer, and a portion of the cost of the police officer assigned to the gang task force.

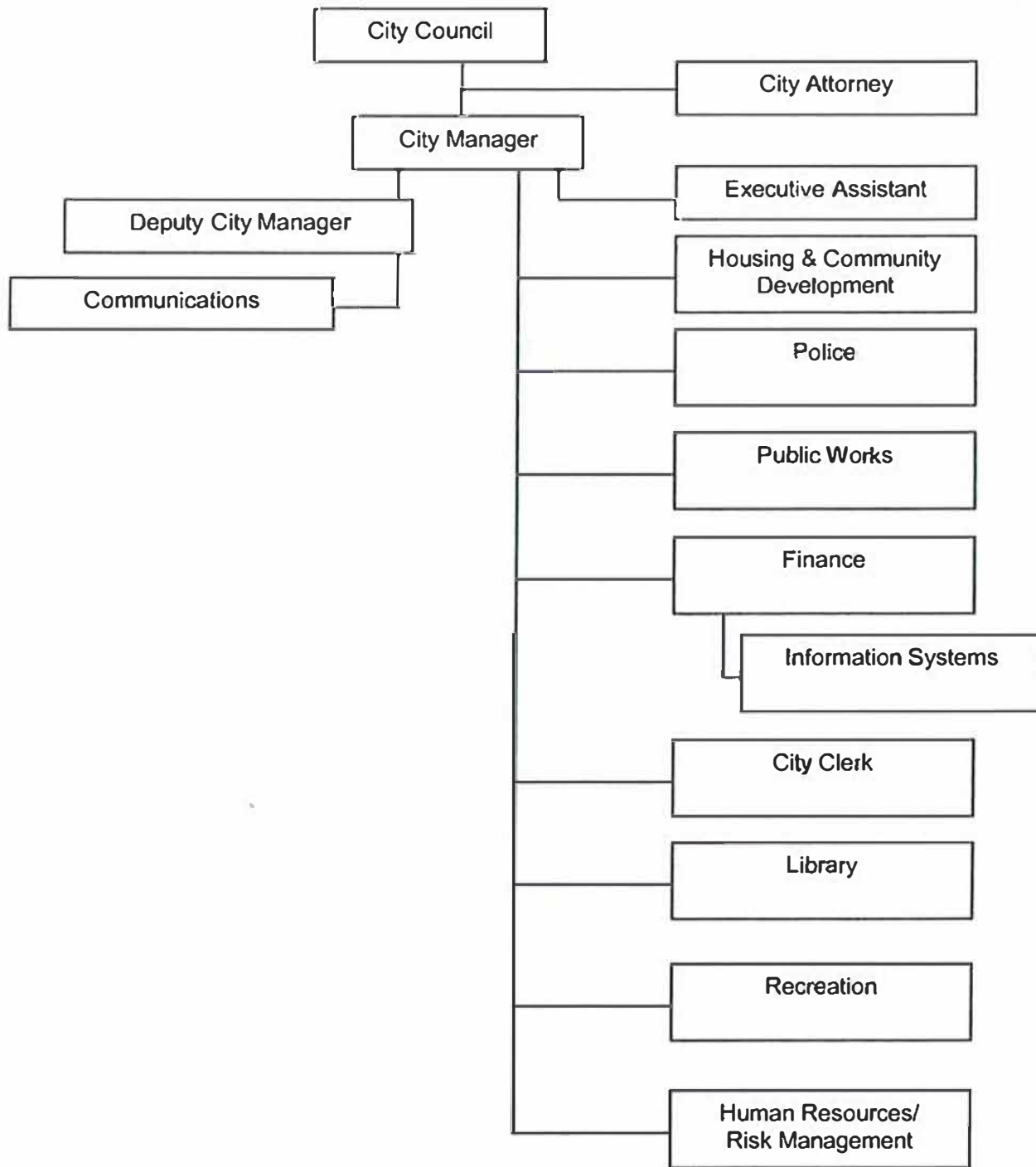
Full-Time Equivalents (FTEs) Personnel Schedule

Staffing Summary by Department or Fund	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Estimated FY11	Adopted FY12
General Government	16.00	18.00	18.00	18.00	16.50	16.50
Police	58.98	60.50	60.87	57.44	54.99	54.99
Public Works	32.83	32.63	32.63	32.63	32.25	32.25
Recreation	19.90	20.45	20.07	19.57	17.77	17.77
Housing and Community Development	9.50	9.50	9.50	10.25	9.38	9.38
Communications	3.00	3.00	3.00	3.00	2.00	2.00
Library	9.50	9.50	9.50	9.50	8.78	8.78
Stormwater Management	0.75	0.75	0.75	0.75	0.75	0.75
Special Revenue	-	-	-	0.50	1.87	1.16
Speed Camera	-	-	-	2.75	3.00	3.75
Total	150.46	154.33	154.32	154.39	147.29	147.33

Organizational Chart

The City of Takoma Park, Maryland

Residents of Takoma Park



Financial Structure Overview

The FY12 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

The General Fund is the general operating fund of the City. Fund expenditures include basic City services, such as police protection, street maintenance, and recreation. Administrative services, such as human resources and financial management, are also accounted for in the General Fund.

The General Fund is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). This requires that the modified accrual method of accounting be used to record revenues and expenditures. Revenues are recognized when subject to accrual (i.e., when they become measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities for the same period. Revenues subject to accrual are property taxes and investment income. User charges, fines and forfeitures, permits, and miscellaneous revenues are not subject to accrual because generally they are not measurable until received in cash.

A key element of the budget is the projected ending fund balance. The fund balance represents the unappropriated accumulation of the difference between actual revenues and expenditures. The source and timing of revenues dictate the level of fund balance necessary to avoid cash shortages in normal day-to-day operations. The City recognizes the need to establish and to maintain adequate reserves to avoid any disruption in services caused by a decline in a significant revenue source and to address timing differences in the receipt of monies.

Stormwater Management Fund

The City is responsible for providing stormwater management services. These services, which are directed by the Public Works Department, include the construction, maintenance and repair of storm drains, inlets, channels, and ditches. Additionally, the City ensures compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

Special Revenue Funds

The City receives a variety of grants that provide funding for law enforcement, community revitalization, parks development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific projects funded by these grants. Some grants require a funding match, which is reflected as an operating transfer from the General Fund to the Special Revenue Funds.

Speed Camera Fund

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. By State law, program revenues are restricted and cannot be used to fund general City operations. They may be used for purposes that improve public safety.

Combined Statement of Revenues, Expenditures, and Changes in Fund Balance - All Governmental Funds For the Fiscal Year Beginning July 1, 2011

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Speed Camera Fund</u>	<u>Total</u>
FY 2012 Revenues	19,664,140	484,000	1,439,509	1,598,755	23,186,404
FY 2012 Expenditures	21,155,874	565,461	1,050,041	2,280,353	25,051,729
Excess (deficiency) of revenues over expenditures	(1,491,734)	(81,461)	389,468	(681,598)	(1,865,325)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(47,500)	-	47,500	-	-
Total Other Financing Sources (Uses)	(47,500)	-	47,500	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,539,234)	(81,461)	436,968	(681,598)	(1,865,325)
Fund Balance					
Beginning of year	8,248,029	262,833	785,330	992,315	10,288,507
End of year	6,708,795	181,372	1,222,298	310,717	8,423,182

FY12 Budget Combined Revenues by Fund

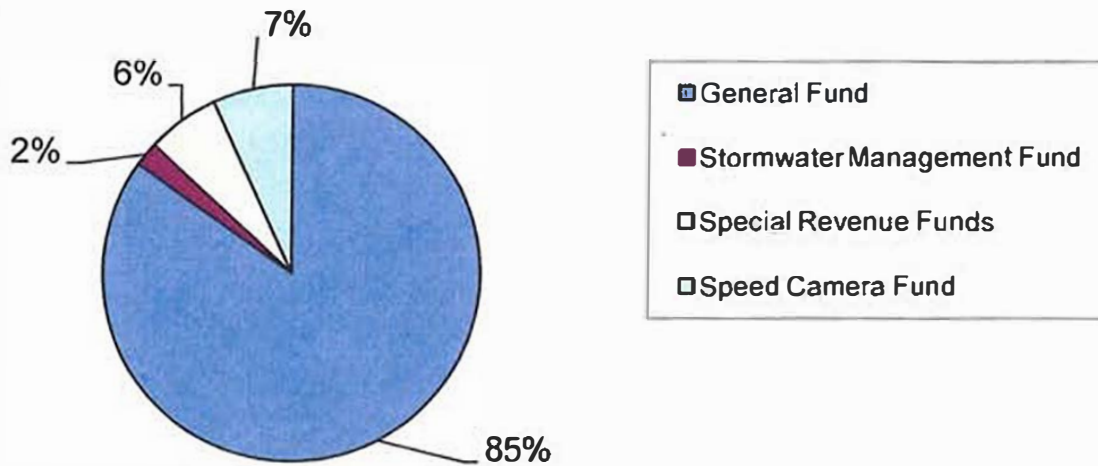
TOTAL \$23,186,404

General Fund \$19,664,140

Stormwater Management Fund \$484,000

Special Revenue Funds \$1,439,509

Speed Camera Fund \$1,598,755

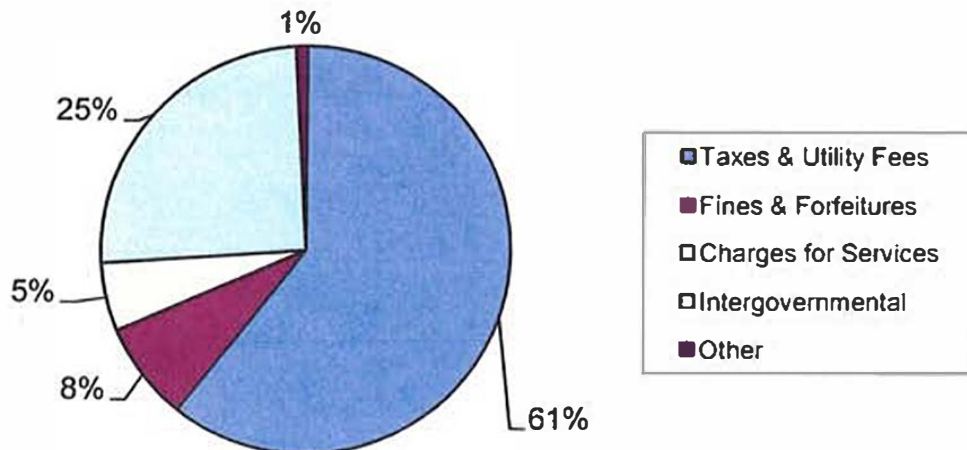


FY12 Budget

Combined Revenues by Type

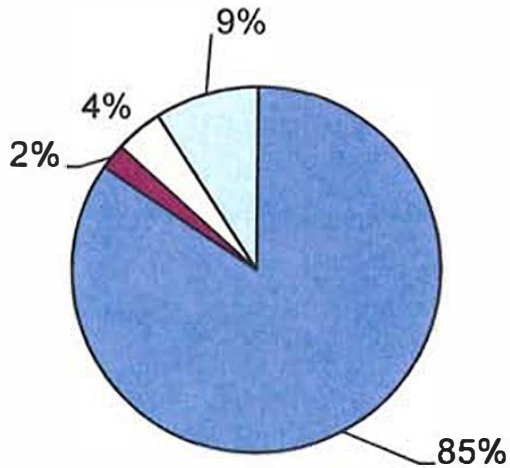
All Funds

TOTAL	\$23,186,404
Taxes & Utility Fees	\$14,059,123
Fines & Forfeitures	\$1,824,055
Charges for Services	\$1,261,580
Intergovernmental	\$5,825,496
Other	\$216,150



FY12 Budget Combined Expenditures by Fund

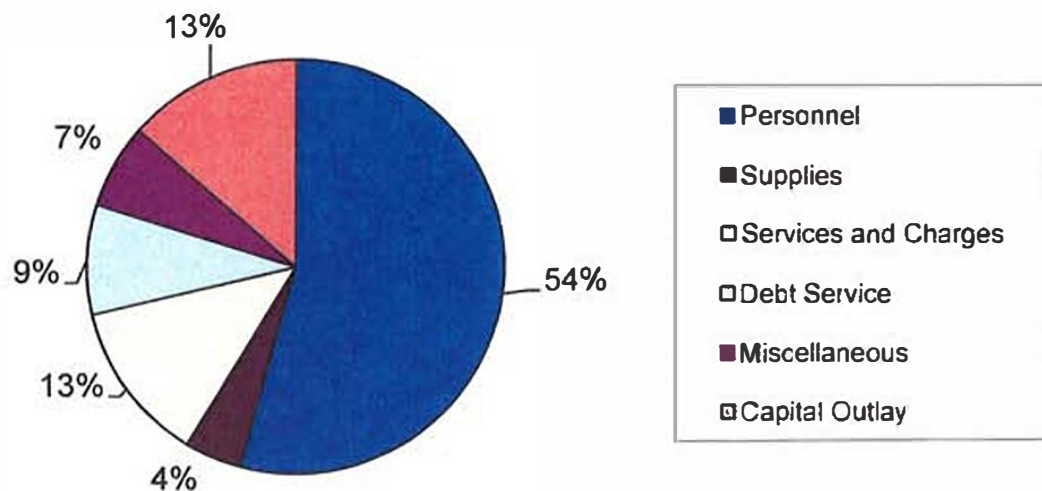
TOTAL	\$25,051,729
General Fund	\$21,155,874
Stormwater Management Fund	\$565,461
Special Revenue Funds	\$1,050,041
Speed Camera Fund	\$2,280,353



- General Fund
- Stormwater Management Fund
- Special Revenue Funds
- Speed Camera Fund

FY12 Budget Combined Expenditures by Type

TOTAL	\$25,051,729
Personnel	\$13,572,856
Supplies	\$1,111,531
Services and Charges	\$3,179,891
Debt Service	\$2,144,583
Miscellaneous	\$1,649,577
Capital Outlay	\$3,393,291



General Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
<u>REVENUES</u>						
Taxes and utility fees	12,573,318	13,318,311	13,287,014	13,548,772	13,542,297	14,059,123
Licenses and permits	45,470	72,291	75,030	71,604	41,500	53,300
Fines and forfeitures	213,197	219,502	209,408	268,960	262,000	228,800
Use of money and property	353,747	172,812	73,680	76,000	58,000	60,000
Charges for service	831,249	779,550	986,138	835,700	915,000	900,580
Intergovernmental	4,762,643	4,696,110	4,583,828	4,229,361	4,233,656	4,274,987
Miscellaneous	157,676	97,845	139,498	143,325	143,725	87,350
Total Revenues	18,937,300	19,356,421	19,354,596	19,173,722	19,196,178	19,664,140
<u>EXPENDITURES</u>						
General Government	2,235,526	2,234,650	2,493,621	2,450,098	2,369,334	2,510,135
Police	5,349,349	5,591,925	5,982,158	5,752,730	5,815,597	5,933,069
Public Works	3,611,130	3,643,110	3,788,121	3,889,393	3,775,655	4,057,846
Recreation	1,074,624	1,085,952	1,175,477	1,346,678	1,294,075	1,343,751
Housing and Community Development	1,277,216	1,188,927	1,267,039	1,265,788	1,234,007	1,277,689
Communications	368,580	373,522	379,610	345,123	306,856	323,293
Library	881,541	917,942	985,522	992,559	980,396	1,024,696
Non-Departmental	759,351	712,871	2,421,020	941,817	924,981	946,021
Capital Outlay	931,837	1,394,193	965,830	4,207,663	3,901,548	1,594,791
Debt Service	1,170,718	984,261	878,404	1,180,913	1,180,764	2,144,583
Total Expenditures	17,659,872	18,127,353	20,336,802	22,372,762	21,783,213	21,155,874
Excess (deficiency) of revenues over expenditures	1,277,428	1,229,068	(982,206)	(3,199,040)	(2,587,035)	(1,491,734)
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	1,400,000	1,500,000	1,500,000	-
Capital lease	220,029	-	-	-	-	-
Sale of property	109,276	-	-	-	-	-
Operating transfers in (out)	(61,668)	(257,602)	(3,625)	(500)	(300)	(47,500)
Total Other Financing Sources (Uses)	267,637	(257,602)	1,396,375	1,499,500	1,499,700	(47,500)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	1,545,065	971,466	414,169	(1,699,540)	(1,087,335)	(1,539,234)
<u>FUND BALANCE</u>						
Beginning of year	6,404,664	7,949,729	8,921,195	9,335,364	9,335,364	8,248,029
End of year	7,949,729	8,921,195	9,335,364	7,635,824	8,248,029	6,708,795

Notes:

Over the years reflected above, the audit classification of certain revenues changed. Consequently, there may be variances in the classifications between the budget presentation and the audit report.

General Fund Fund Balance Projection Detail

	<u>As Of</u> <u>July 1, 2010</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2011</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2012</u>
Emergency Reserve	389,915	-	-	389,915	-	-	389,915
Equipment Replacement Reserve	1,767,108	1,000,000	702,958	2,064,150	700,000	656,158	2,107,992
WSSC Contribution for Future Street Work	224,372	-	-	224,372	-	-	224,372
Bond Proceeds--Public Works Facility	-	1,500,000	1,500,000	-	-	-	-
Facility Maintenance Reserve	-	-	-	-	250,000	-	250,000
Total Reserved Fund Balance	2,381,395	2,500,000	2,202,958	2,678,437	950,000	656,158	2,972,279
Total Unreserved Fund Balance	6,953,969	-	1,384,377	5,569,592	-	1,833,076	3,736,516
Total Fund Balance	9,335,364			8,248,029			6,708,795

General Fund Revenues

REVENUES BY SOURCE	Audited FY08	Audited FY09	Audited FY10	Adopted FY11	Estimated FY11	Adopted FY12
Taxes and Utility Fees						
Real Property	9,032,239	10,007,250	10,556,622	10,903,651	10,903,651	11,298,829
Personal Property	395,786	279,133	311,657	324,800	324,800	313,200
RR and Public Utilities	154,629	154,882	158,355	147,940	148,346	159,500
Penalties and Interest	47,447	58,807	61,172	30,000	30,000	30,000
Admission and Amusement	102	268	614	600	500	600
Additions and Abatements	(2,221)	(1,139)	-	-	-	-
Highway	585,764	508,902	60,210	21,010	35,000	131,994
Income Tax	2,359,552	2,310,208	2,138,384	2,120,771	2,100,000	2,125,000
Total--Taxes and Utility Fees	12,573,318	13,318,311	13,287,014	13,548,772	13,542,297	14,059,123
Licenses and Permits	45,470	72,291	75,030	71,604	41,500	53,300
Fines and Forfeitures	213,197	219,502	209,408	268,960	262,000	228,800
Use of Money and Property	353,747	172,812	73,680	76,000	58,000	60,000
Charges for Services						
Inspection Fees	317,141	301,482	291,793	280,000	290,700	295,000
Public Parking Facilities	21,171	35,011	43,904	50,000	46,000	46,000
Waste Collection & Disposal Charges	70,581	60,198	63,974	76,200	70,500	70,500
Recreation Programs and Services	254,547	260,539	278,845	337,200	399,800	372,400
Library Fines and Fees	20,106	25,551	29,579	22,000	30,000	40,880
Passport Services	28,339	22,307	21,725	20,000	19,300	18,500
WSSC	42,828	-	179,991	-	-	-
Copying	5,033	1,707	5,945	4,000	4,000	4,000
Telephone Commissions	-	-	64	200	100	100
Special Trash Pickup	8,417	8,091	8,880	10,000	8,400	11,900
Parking Lot Lease--County	8,000	12,000	12,000	-	8,000	-
Recyclable Sales	8,763	12,955	6,047	1,000	3,000	3,000
Mulch Sales	24,750	23,361	25,581	20,000	22,000	25,000
Advertising--Bus Shelters	16,621	12,860	12,714	10,000	8,000	8,000
Farmer's Market	4,952	3,488	5,096	5,100	5,200	5,300
Total--Charges for Services	831,249	779,550	988,138	835,700	915,000	900,580
Intergovernmental Revenues						
Police Protection (State)	408,564	396,763	261,254	256,959	261,254	261,254
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	114,430	112,352	120,155	100,950	100,950	95,900
Police Rebate	717,308	716,590	799,976	881,000	881,000	922,170
In Lieu of Police	2,322,023	2,322,023	2,322,023	1,973,720	1,973,720	1,983,594
In Lieu of Roads Maintenance	442,624	442,624	442,624	376,230	376,230	376,230
In Lieu of Parks Maintenance	72,229	72,229	72,229	61,395	61,395	61,395
In Lieu of Crossing Guard	163,193	163,193	163,193	138,714	138,714	138,714
Takoma/Langley Rec. Agreement	125,000	125,000	125,000	93,750	93,750	79,670
Hotel Motel Tax	91,757	81,325	73,685	75,000	79,000	80,000
Cable Franchise Fees	235,272	191,036	146,320	198,000	192,000	194,544
Cable--Operating	64,600	67,332	51,726	70,000	70,000	75,873
Total--Intergovernmental Revenues	4,782,643	4,698,110	4,583,828	4,229,361	4,233,858	4,274,987

General Fund Revenues

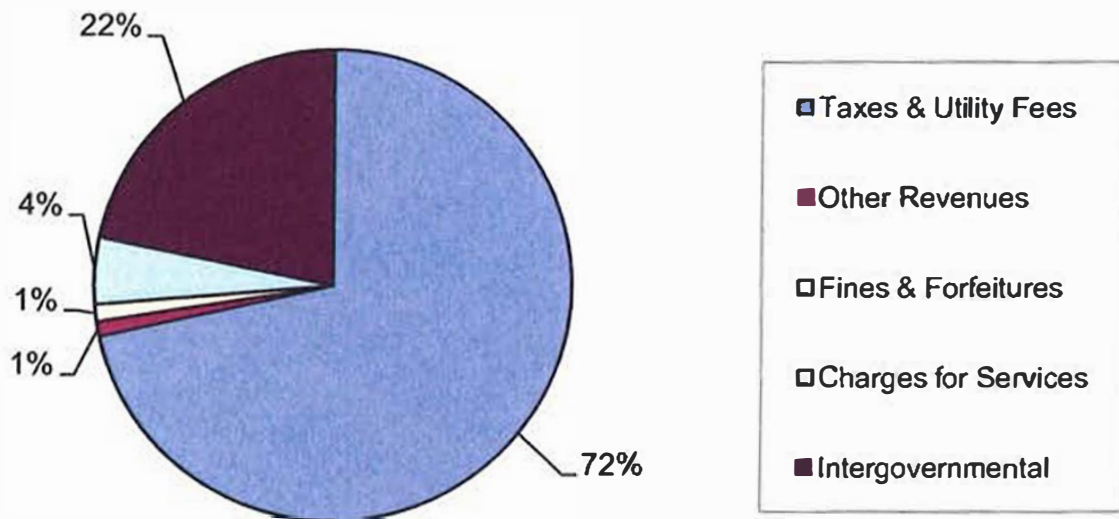
(continued)

REVENUES BY SOURCE	Audited FY08	Audited FY09	Audited FY10	Adopted FY11	Estimated FY11	Adopted FY12
Miscellaneous						
Tree Fund	20,000	10,000	10,000	10,000	10,000	32,000
Sales of Impounded Property	442	3,096	2,154	2,000	2,000	2,000
Federal Emergency Management	-	-	42,518	92,125	92,125	-
Other	39,544	59,954	59,739	30,000	30,500	44,750
Insurance Claims	6,216	394	18,743	1,000	500	1,000
Day Laborer Site	70,000	15,000	-	-	-	-
Administrative Fees--Parking	3,885	3,825	3,045	3,000	3,000	3,000
Federal Grant	6,764	1,876	1,135	1,200	-	-
Sale of City Property	-	3,300	1,564	3,000	5,000	4,000
Donations	10,825	400	600	1,000	600	600
Total--Miscellaneous	157,676	97,845	139,498	143,325	143,725	87,350
Total General Fund Revenues	18,937,300	19,356,421	19,354,596	19,173,722	19,196,178	19,664,140

Note: Over the years reflected above, the audit classification of certain revenues changed. Consequently, there may be variances in classifications between the budget presentation and the audit report.

FY12 Budget General Fund Revenues by Type

TOTAL	\$19,664,140
Taxes & Utility Fees	\$14,059,123
Other Revenues	\$200,650
Fines & Forfeitures	\$228,800
Charges for Services	\$900,580
Intergovernmental	\$4,274,987

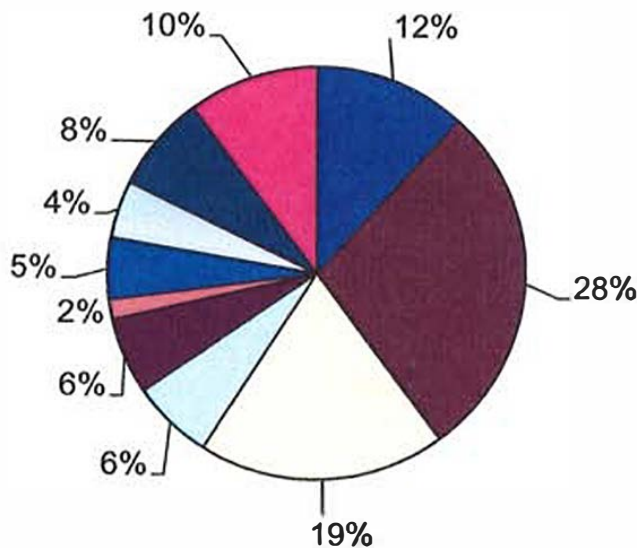


FY12 Budget General Fund Expenditures by Department

TOTAL EXPENDITURES

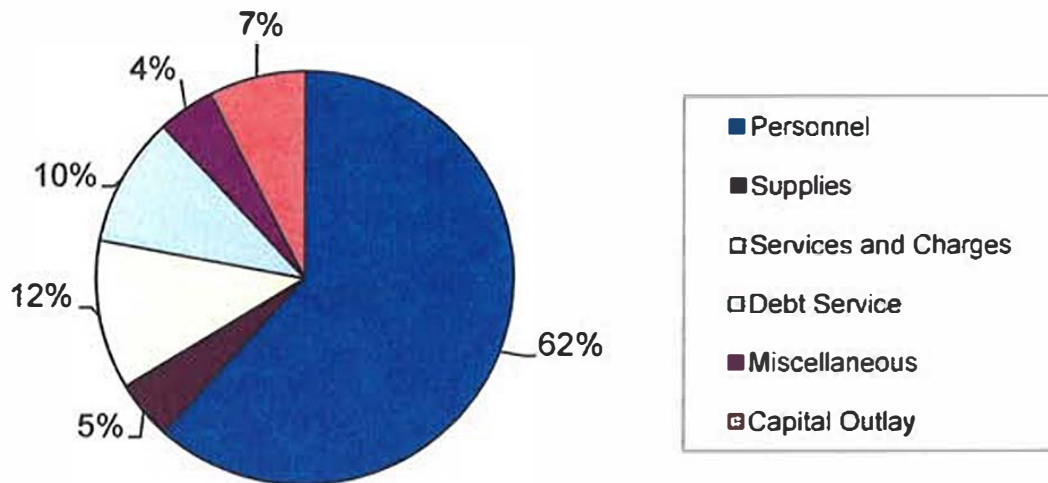
\$21,155,874

General Government	\$2,510,135
Police	\$5,933,069
Public Works	\$4,057,846
Recreation	\$1,343,751
Housing and Community Development	\$1,277,689
Communications	\$323,293
Library	\$1,024,696
Non-Departmental	\$946,021
Capital Outlay	\$1,594,791
Debt Service	\$2,144,583



FY12 Budget General Fund Expenditures by Type

TOTAL	\$21,155,874
Personnel	\$13,041,222
Supplies	\$978,431
Services and Charges	\$2,479,891
Debt Service	\$2,144,583
Miscellaneous	\$916,956
Capital Outlay	\$1,594,791



Stormwater Management Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	374,101	361,155	362,815	361,000	361,000	361,000
Intergovernmental	-	-	180,225	-	-	111,000
Miscellaneous	21,053	17,696	24,380	17,000	11,000	12,000
Total Revenues	395,154	378,851	567,420	378,000	372,000	484,000
<u>EXPENDITURES</u>						
Public Works	251,424	171,764	202,051	255,978	255,978	287,461
Capital outlay	73,360	124,534	291,557	313,000	313,000	278,000
Total Expenditures	324,784	296,298	493,608	568,978	568,978	565,461
Excess (deficiency) of revenues over expenditures	70,370	82,553	73,812	(190,978)	(196,978)	(81,461)
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	70,370	82,553	73,812	(190,978)	(196,978)	(81,461)
<u>FUND BALANCE</u>						
Beginning of year	233,076	303,446	385,999	459,811	459,811	262,833
End of year	303,446	385,999	459,811	268,833	262,833	181,372

Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the audited and budgeted figures shown above have been classified in the same manner as reflected in the most recent audit.

FY12 Budget

Stormwater Management Fund

Expenditures by Department

TOTAL EXPENDITURES

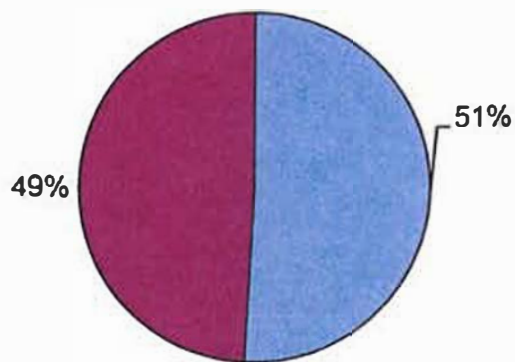
\$565,461

Public Works

\$287,461

Capital Outlay

\$278,000



Public Works

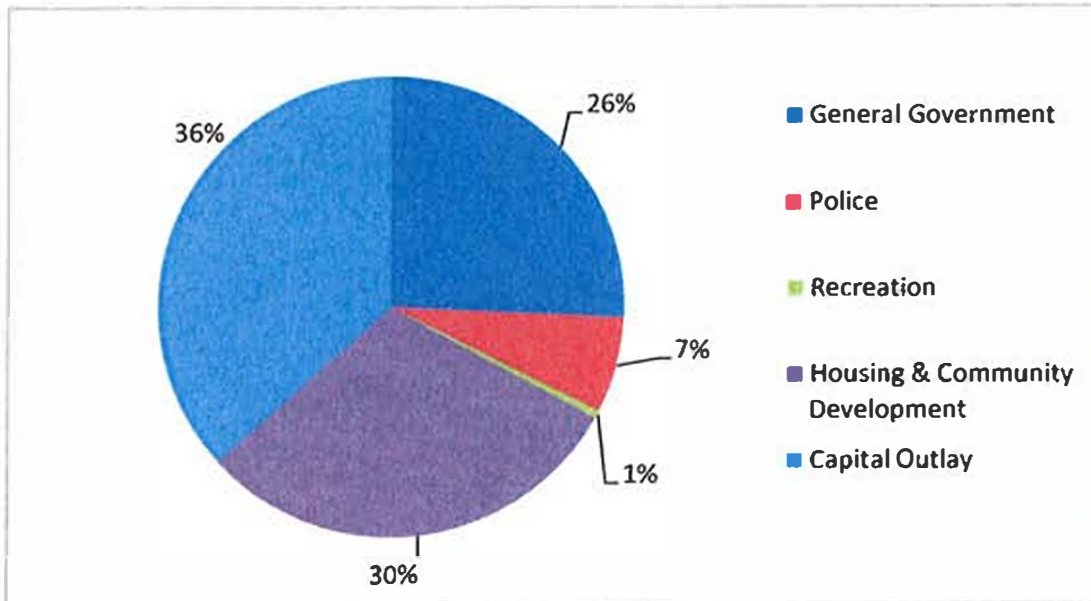
Capital Outlay

Special Revenue Funds Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	507,515	958,798	1,177,115	884,304	911,745	1,439,509
Miscellaneous	-	-	-	-	-	-
Total Revenues	507,515	958,798	1,177,115	884,304	911,745	1,439,509
<u>EXPENDITURES</u>						
General Government	17,614	75,934	422,658	350,500	170,300	270,500
Police	181,741	138,409	134,240	151,715	103,156	70,231
Public Works	88,031	232,197	146,104	86,300	86,300	-
Housing and Community Development	27,914	203,220	484,875	229,870	208,289	317,810
Recreation	29,624	12,367	4,500	7,419	5,000	6,000
Capital outlay	119,134	124,902	527,772	-	-	385,500
Total Expenditures	464,058	787,029	1,720,149	825,804	573,045	1,050,041
Excess (deficiency) of revenues over expenditures	43,457	171,769	(543,034)	58,500	338,700	389,468
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	-	-	150,000	-	-	-
Operating transfers in (out)	36,843	48,217	171,821	500	300	47,500
Total Other Financing Sources (Uses)	36,843	48,217	321,821	500	300	47,500
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	80,300	219,986	(221,213)	59,000	339,000	436,968
<u>FUND BALANCE</u>						
Beginning of year	367,257	447,557	667,543	446,330	446,330	785,330
End of year	447,557	667,543	446,330	505,330	785,330	1,222,298

FY12 Budget Special Revenue Funds Expenditures by Department

TOTAL EXPENDITURES	\$1,050,041
General Government	\$270,500
Police	\$70,231
Recreation	\$6,000
Housing & Community Development	\$317,810
Capital Outlay	\$385,500



Speed Camera Fund Summary

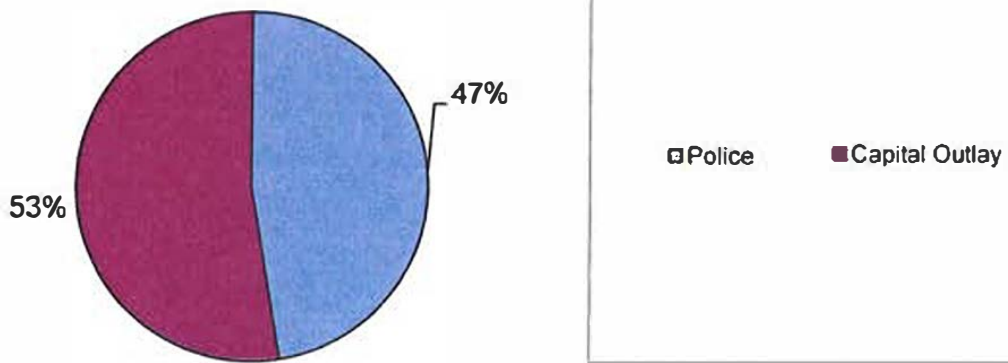
	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	620,302	2,167,224	1,595,000	1,595,255	1,595,255
Use of money and property	-	18	2,537	3,500	3,302	3,500
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	-	620,320	2,169,761	1,598,500	1,598,557	1,598,755
<u>EXPENDITURES</u>						
Police	-	251,641	999,099	1,022,166	998,455	1,079,553
Capital Outlay	-	-	317,128	1,000,000	830,000	1,200,800
Total Expenditures	-	251,641	1,316,227	2,022,166	1,828,455	2,280,353
Excess (deficiency) of revenues over expenditures	-	368,679	853,534	(423,666)	(229,898)	(681,598)
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	368,679	853,534	(423,666)	(229,898)	(681,598)
<u>FUND BALANCE</u>						
Beginning of year	-	-	368,679	1,222,213	1,222,213	992,315
End of year	-	368,679	1,222,213	798,547	992,315	310,717

FY12 Budget Speed Camera Fund Expenditures by Department

TOTAL EXPENDITURES	\$2,280,353
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Police	\$1,079,553
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Capital Outlay	\$1,200,800
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Community Center Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	520	-	1,230,500	-	-	-
Miscellaneous	-	-	150,000	20,000	14,193	-
Total Revenues	520	-	1,380,500	20,000	14,193	-
<u>EXPENDITURES</u>						
General Government	-	45,164	3,276	-	-	-
Capital Outlay	71,506	164,221	1,203,221	20,000	20,000	-
Total Expenditures	71,506	209,385	1,206,497	20,000	20,000	-
Excess (deficiency) of revenues over expenditures	(70,986)	(209,385)	174,003	-	(5,807)	-
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	24,825	209,385	(168,196)	-	-	-
Total Other Financing Sources (Uses)	24,825	209,385	(168,196)	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(46,161)	-	5,807	-	(5,807)	-
<u>FUND BALANCE</u>						
Beginning of year	46,161	-	-	5,807	5,807	-
End of year	-	-	5,807	5,807	-	-

TAKOMA PARK ORDINANCE NO. 2011-22

AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2012, BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012

WHEREAS, in accordance with Article VIII of the Charter of the City of Takoma Park, the City Manager submitted a recommended budget for Fiscal Year 2012 to the City Council for its review and consideration; and,

WHEREAS, the Charter of the City of Takoma Park requires the conduct of at least one public hearing prior to adoption of the budget; and,

WHEREAS, the City Council held said hearing and received public comment on the City Manager's recommended budget on April 11, 2011; and,

WHEREAS, after considering the recommended budget submitted by the City Manager and the comments made at the aforementioned public hearing, the City Council has determined its priorities relative to the delivery of municipal services for Fiscal Year 2012; and,

WHEREAS, in the interest of obtaining additional public comment following its deliberations on the City Manager's recommended budget, the City Council held a second public hearing on April 25, 2011.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. The budget adopted hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2011 and ending June 30, 2012.

SECTION 2. The following amounts are hereby appropriated by fund:

Fund	Fiscal Year 2012 Appropriation
General Fund	\$21,155,874
Special Revenue Funds	1,050,041
Speed Camera Fund	2,280,353
GRAND TOTAL	\$24,486,268

SECTION 3. The following operating transfers are hereby authorized in accordance with the exhibits attached hereto and incorporated herein by reference:

Operating Transfer From	To	Amount of Transfer
General Fund	Special Revenue Funds	\$47,500

SECTION 4. Use of the following fund balance amount is hereby authorized to supplement other fund revenues and financing sources:

Fund	Fiscal Year 2012 Appropriation
General Fund	\$1,539,234
Speed Camera Fund	\$ 681,598

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$98,321 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2012 through Fiscal Year 2016 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 7. The City Council hereby authorizes the transfer of \$700,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 8. The City Council hereby directs the City Manager to prepare the legislation required to establish a Facility Maintenance Reserve and authorizes the transfer of \$250,000 from the General Fund unreserved fund balance to the Facility Maintenance Reserve upon its establishment.

SECTION 8. It is hereby acknowledged that the City Council, in its capacity as the Stormwater Management Board, approved a Stormwater Management Fund budget for Fiscal Year 2012 by Ordinance No. 2011-21.

SECTION 9. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 10. This Ordinance shall be effective July 1, 2011.

Adopted this 23rd day of May, 2011 by roll-call vote as follows:

AYES:	Williams, Wright, Clay, Robinson, Seamens, Snipper, Schultz
NAYS:	None
ABSTAIN:	None
ABSENT:	None

Introduced by: Councilmember Clay

First Reading: May 16, 2011

Second Reading: May 23, 2011

TAKOMA PARK ORDINANCE NO. 2011-20

AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2012, BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012

WHEREAS, in accordance with Section 6-303 of the Tax Property Article of the Annotated Code of Maryland, the City Council is charged with the establishment of a municipal corporation tax rate on or before the first day of July of each year; and,

WHEREAS, a public hearing must be held prior to the establishment of said tax rate if the rate will exceed the constant yield tax rate as calculated by the Maryland Department of Assessments and Taxation; and,

WHEREAS, the proposed tax rate for Fiscal Year 2012 will exceed the constant yield tax rate; and,

WHEREAS, the required public hearing was held on April 25, 2010.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. Section 7.16.020 of Chapter 7.16, "Real and Personal Property", of the City of Takoma Park Code is amended to read as follows:

"Section 7.16.020. Annual tax levy on real and personal property.

Effective July 1, 2011, all real and personal property which is subject to taxation by the City shall be subject to a tax on the assessed value of such real and personal property as such value is determined by the State Department of Assessments and Taxation, at the rate of:

Real Property	\$0.58 per \$100 of assessed valuation
Personal Property	\$1.45 per \$100 of assessed valuation
Railroad and Public Utilities	\$1.45 per \$100 of assessed valuation"

SECTION 2. This Ordinance shall be effective July 1, 2011.

Adopted this 23rd day of May, 2011, by roll-call vote as follows:

AYES: Williams, Wright, Clay, Seamens, Snipper, Schultz

NAYS: Robinson

ABSTAIN: None

ABSENT: None

Introduced by: Councilmember Snipper

First Reading: May 16, 2011

Second Reading: May 23, 2011

TAKOMA PARK ORDINANCE NO. 2011-21

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2012, BEGINNING JULY 1, 2011
AND ENDING JUNE 30, 2012**

WHEREAS, Section 1101 of the Charter of the City of Takoma Park designates the City Council as the Stormwater Management Board for Takoma Park with all of the powers associated therewith; and,

WHEREAS, Section 4-204(d), Environment Article and Article 29, Section 3-205(l) of the Annotated Code of Maryland authorizes the adoption of a system of charges for stormwater management programs by the City; and,

WHEREAS, Section 1006 of the Charter of the City of Takoma Park empowers the Stormwater Management Board to charge and to collect stormwater utility fees and user charges to pay for stormwater management activities in the City; and,

WHEREAS, the Stormwater Management Board desires to maintain a Stormwater Management Fund for the collection and payment of revenues and expenditures as it deems necessary to provide for the construction, maintenance, operations, and repair of the stormwater management system in the City.

NOW, THEREFORE, BE IT ORDAINED BY THE STORMWATER MANAGEMENT BOARD OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. For Fiscal Year 2012, a Stormwater Management fee shall be imposed on real property in the City in an amount sufficient to fund the Stormwater Management expenditures established by this Ordinance. The base rate for the Stormwater Management fee shall be \$48.00.

SECTION 2. A Stormwater Management Fund shall be maintained into which shall be deposited:

- a) All the receipts and revenues from user charges and utility fees imposed by the City to pay for stormwater management
- b) All charges, fees, fees-in-lieu, grants, and other contributions received from any person or governmental entity in connection with stormwater management activities or programs.

SECTION 3. The budget adopted hereto and by reference made a part hereof is hereby adopted for the fiscal year beginning July 1, 2011 and ending June 30, 2012. Said budget provides for an appropriation in the amount of \$565,461 for stormwater management activities.

SECTION 4. Use of fund balance in the amount of \$81,461 is hereby authorized to supplement other fund revenues and financing sources;

SECTION 5. Stormwater management projects that are declared to be of an emergency nature as defined by the City Council in accordance with the Charter of the City of Takoma Park may be funded through the Emergency Reserve or other monies as designated by the City Council.

SECTION 6. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 7. This Ordinance shall be effective July 1, 2011.

Adopted by roll-call vote this 23rd day of May, 2011 as follows:

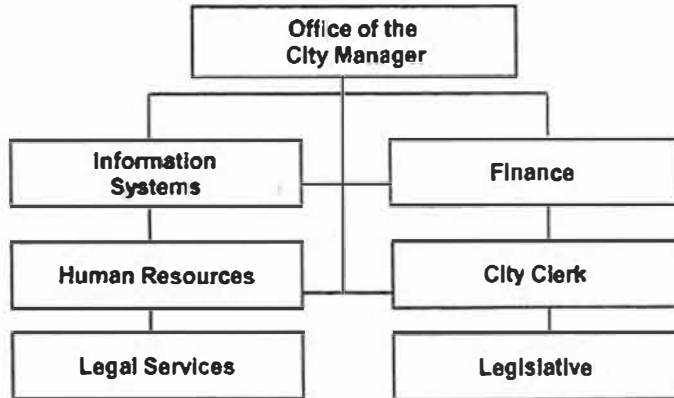
AYES: Williams, Wright, Clay, Robinson, Seamens, Snipper, Schultz

NAYS: None

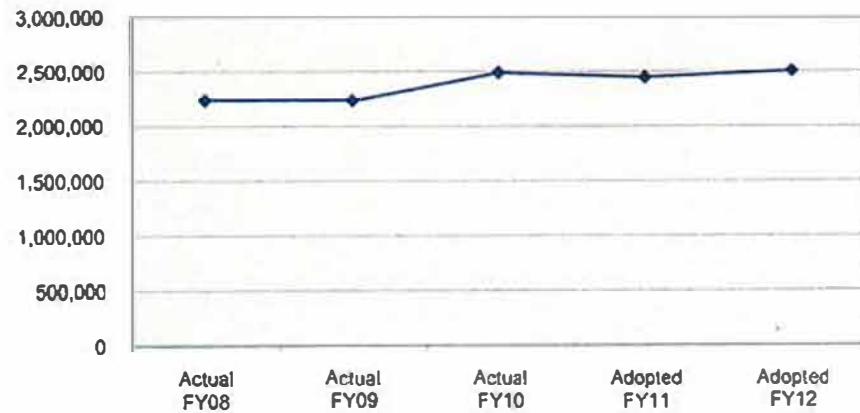
ABSENT: None

ABSTAIN: None

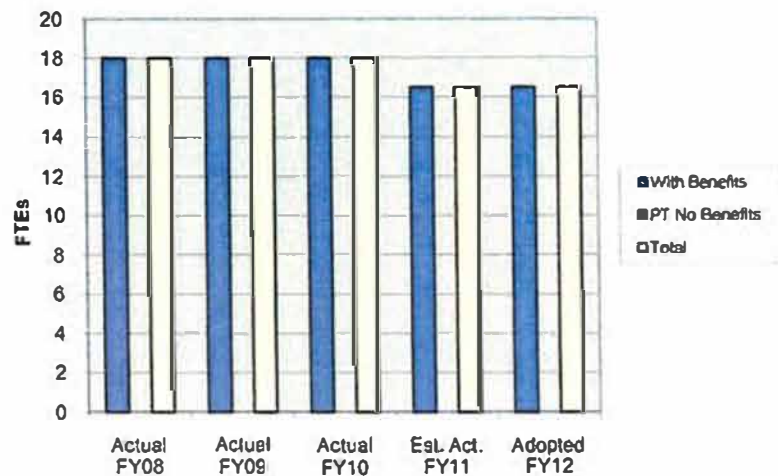
General Government



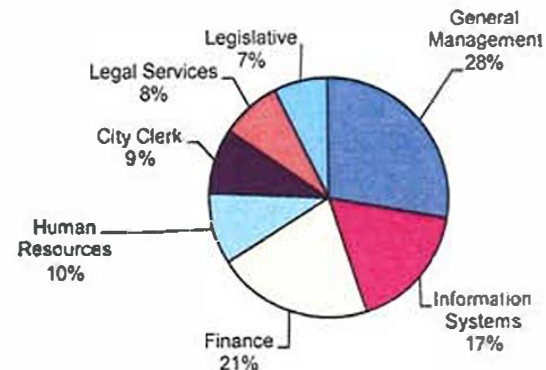
Expenditure History



Staffing Trend (FTEs)



Budget by Division



General Government

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Legislative	136,095	152,085	135,059	183,313
General Management	856,646	705,950	708,634	696,514
Finance	478,855	507,050	479,008	530,789
Legal Services	258,388	216,475	206,475	204,475
Information Systems	368,995	430,986	426,121	433,206
Human Resources	208,725	230,792	208,852	239,040
City Clerk	185,917	206,760	205,185	222,798
Department Total	2,493,621	2,450,098	2,369,334	2,510,135

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	1,318,648	1,232,020	1,215,113	1,233,644
Fringe Benefits	399,436	418,973	442,363	527,666
Overtime	1,205	5,500	3,750	5,500
Contractual Labor	4,101	3,500	1,000	2,000
Employee Recognition	-	-	50	315
Personnel Subtotal	1,723,390	1,659,993	1,662,276	1,769,125
Supplies	17,989	35,500	28,600	33,750
Services and Charges	632,346	600,630	558,075	554,025
Miscellaneous	119,896	153,975	120,383	153,235
Department Total	2,493,621	2,450,098	2,369,334	2,510,135

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Passport Service	21,725	20,000	19,300	18,500
Investment Earnings	73,680	76,000	58,000	60,000
Subtotal	95,405	96,000	77,300	78,500
General Fund	2,398,216	2,354,098	2,292,034	2,431,635
Department Total	2,493,621	2,450,098	2,369,334	2,510,135

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
General Management	6.00	4.50	4.50	4.50
Finance	5.00	5.00	5.00	5.00
Information Systems	3.00	3.00	3.00	3.00
Human Resources	2.00	2.00	2.00	2.00
City Clerk	2.00	2.00	2.00	2.00
Department Total FTEs	18.00	16.50	16.50	16.50

General Government

Department Summary

Department Overview:

The General Government Department is comprised of the elected branch of the City government and support staff to the City Council, including the Office of the City Manager, the City Attorney, and the City Clerk. Expenditures for internal service divisions that provide support to all City departments are also included in the General Government Department.

These functions are accounted for in seven divisions. They are Legislative, General Management, Finance, City Clerk, Legal Services, Human Resources, and Information Systems.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$80,764 less than budget.
- The variance is primarily attributable to less than anticipated costs for legal services, contracts, employee recruitment and training, and funding to support the activities of the Council-appointed boards and commissions.

FY12 Budget Highlights:

- Departmental expenditures are \$60,037 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY11.
- FTEs remain unchanged.
- Approximately 70 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$109,132 compared to budgeted expenditures for FY11. The increase is attributable to fringe

benefits which include employee health insurance and the City's required pension contribution.

- Approximately 22 percent of departmental expenditures are services and charges. This category includes the City's cost for legal services and other contractual expenditures, including the annual financial audit and computer hardware and software maintenance fees.
- Services and charges are down by \$46,605 compared to budgeted expenditures for FY11.
- Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues.



General Government

Division – Legislative

Division Purpose:

Accounts for salary and fringe benefits costs of the seven members of the City Council, as well as other expenses related to the activities of the Council. Costs for the biennial City elections are accounted for in this division.

and Ward Nights, as well as costs to conduct the November 2011 election.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$17,026 less than budget.
- The variance is primarily attributable to lower than anticipated costs for City Council cell phones, City board and commission activities, and City Council meetings and functions.

FY12 Budget Highlights:

- Division expenditures are \$31,228 higher — an increase of 20.5 percent — compared to budgeted expenditures for FY11. The increase reflects \$15,000 budgeted for the November 8, 2011 election and \$28,678 in increased fringe benefits due to State-mandated contributions to the State Retirement and Pension System of Maryland for elected officials.
- Approximately 59 percent of division expenditures are personnel related. Members of the City Council are elected officials and are not reflected in the City's FTE count.
- Services and charges account for about 17 percent of division expenditures. This category includes the cost of cell phones for the City Council (\$4,000) and contractual lobbying assistance (\$26,000). The contractual lobbying assistance will continue to supplement staff resources in addressing legislative matters of concern to the City.
- Approximately 24 percent of division expenditures are categorized as miscellaneous. This category includes conference expenses (\$15,000)

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Legislative	136,095	152,085	135,059	183,313
Division Total	136,095	152,085	135,059	183,313

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	73,166	73,000	73,000	73,000
Fringe Benefits	5,598	5,585	5,609	34,263
Overtime	-	-	-	-
Personnel Subtotal	78,764	78,585	78,609	107,263
Supplies	18	500	150	250
Services and Charges	23,968	33,500	29,200	31,300
Miscellaneous	33,345	39,500	27,100	44,500
Division Total	136,095	152,085	135,059	183,313

General Government

Division Summary – General Management

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
General Management	856,646	705,950	708,634	696,514
Division Total	856,646	705,950	708,634	696,514

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	499,878	397,221	398,507	397,222
Fringe Benefits	153,021	141,929	164,427	173,177
Overtime	322	500	500	500
Contractual Labor	4,101	3,500	1,000	2,000
Employee Recognition	-	-	-	105
Personnel Subtotal	657,322	543,150	564,434	573,004
Supplies	10,116	14,000	14,000	14,000
Services and Charges	129,876	78,600	63,000	48,750
Miscellaneous	59,332	70,200	67,200	60,760
Division Total	856,646	705,950	708,634	696,514

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	6.00	4.50	4.50	4.50
FTEs without benefits	-	-	-	-
Division Total	6.00	4.50	4.50	4.50

Position Title	Adopted FY11	Adopted FY12
City Manager	1.00	1.00
Deputy City Manager	1.00	1.00
Executive Assistant	1.00	1.00
Administrative Assistant I	1.50	1.50
Division Total FTEs	4.50	4.50

General Government

Division – General Management

Division Purpose:

Oversees the daily operations of the City. Provides professional recommendations to the City Council. Implements the policies and strategic objectives of the City Council. Responds to inquiries from City residents and others. Communicates with other governments and agencies.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$2,684 more than budget.

FY12 Budget Highlights:

- Division expenditures are \$9,436 lower — a decrease of 1.3 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to contract costs.
- Division FTEs remain unchanged.
- Approximately 82 percent of division expenditures are personnel related.
- Services and charges account for seven percent of division expenditures. This category includes telephone and cell phone charges (\$16,750) and copying/printing costs (\$16,750).
- Approximately nine percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$39,060.

Management Objectives:

- Proactively bring to the Council's attention areas where new policies or practices should be considered due to changes in fiscal capacity, technological innovations, or actions of other levels of government.
- Provide periodic progress reports to the City Council on the status of the implementation of the City's Strategic Plan.
- Maintain effective, timely, and equitable communication with all members of the City Council.
- Manage the City government in accordance with the parameters of the City's operating and capital budget. Provide quarterly financial reports to the City Council.
- Promote the interests of the City with other levels of government.
- Ensure that the City is prepared for unanticipated emergencies.
- Continue to explore ways to reduce the City's cost for employee health insurance.

General Government

Division Summary – Finance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Finance	478,855	507,050	479,008	530,789
Division Total	478,855	507,050	479,008	530,789

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	303,339	307,798	290,030	309,421
Fringe Benefits	86,785	99,672	93,728	115,163
Overtime	-	1,000	200	1,000
Employee Recognition	-	-	50	55
Personnel Subtotal	390,124	408,470	384,008	425,639
Supplies	2,119	3,000	2,800	3,000
Services and Charges	83,153	87,380	89,000	94,850
Miscellaneous	3,459	8,200	3,200	7,300
Division Total	478,855	507,050	479,008	530,789

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	5.00	5.00	5.00	5.00
FTEs without benefits	-	-	-	-
Division Total	5.00	5.00	5.00	5.00

Position Title	Adopted FY11	Adopted FY12
Director of Finance	1.00	1.00
Senior Account Clerk	1.00	1.00
Account Clerk II	2.00	2.00
Budget Specialist	1.00	1.00
Division Total FTEs	5.00	5.00

General Government

Division – Finance

Division Purpose:

Assists the departments of the City government in meeting their service objectives by allocating and tracking the organization's financial resources, processing financial transactions and payroll, and providing information and analysis as a basis of decision making. Bills and collects certain revenue sources and provides assistance to taxpayers and other customers. Safeguards and invests City funds.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$28,042 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs, resulting from a position vacancy for a portion of the fiscal year.

FY12 Budget Highlights:

- Division expenditures are \$23,739 higher — an increase of 4.7 percent — compared to budgeted expenditures for FY11.
- The variance is primarily due to an increase in fringe benefit costs, including employee health insurance and the City's required pension contribution. Contract costs related to the City's annual financial audit also increase.
- Division FTEs remain unchanged.
- Approximately 80 percent of division expenditures are personnel related.
- Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$72,000 or about 14 percent, of division expenditures.

Management Objectives:

- Comply with Generally Accepted Accounting Principles.
- Receive an unqualified audit opinion on financial statements.
- Monitor cash flow needs to maximize investment income.
- Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.
- Ensure the timely, accurate, and equitable collection of all revenues due to the City.
- Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Receive an unqualified audit opinion	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	78%	83%	84%
Number of payroll checks and direct deposits	5,073	4,800	4,800
Number of accounts payable checks issued	3,377	3,400	3,400
Number of stormwater bills issued	4,153	3,882	3,900
Number of rental license bills issued	390	430	430
Number of refuse bills issued	239	223	220

General Government

Division – Legal

Division Purpose:

Accounts for the cost of legal services. The City Attorney is appointed by the City Council and serves as the primary legal advisor to the City Council, the City Manager, City staff, and City boards and commissions. The City Attorney's Office also represents the City in litigation and hearings and prosecutes violations of the City Code.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,000 less than budget.

FY12 Budget Highlights:

- Division expenditures are \$12,000 lower — a decrease of 5.5 percent — compared to budgeted expenditures for FY11.
- The variance is due to the anticipated completion of negotiations with AFSCME and Local 400 in FY11, leading to lower legal costs.
- The services of Silber, Perlman, Sigman, and Tilev, PA are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.
- The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters.
- Funding in the amount of \$203,000 is included for legal services. Of this amount, \$175,000 is for services provided by the City Attorney's Office, \$25,000 is for services to be provided by Kollman & Saucier, and \$3,000 is for attorney for franchise contract negotiations.
- In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total less than one percent of division expenditures.

Management Objectives:

- Continue to monitor legislative initiatives or court cases that may impact the City of Takoma Park.
- Continue to monitor and respond to legal issues related to the proposed move of Washington Adventist Hospital.
- Working with staff, draft code amendment to implement receivership model for abandoned properties.

<u>Division Expenditures</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Legal	258,388	216,475	206,475	204,475
Division Total	258,388	216,475	206,475	204,475

<u>Division Expenditures by Type</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Wages	-	-	-	-
Fringe Benefits	-	-	-	-
Overtime	-	-	-	-
Personnel Subtotal	-	-	-	-
Supplies	-	-	-	-
Services and Charges	257,066	215,000	205,000	203,000
Miscellaneous	1,322	1,475	1,475	1,475
Division Total	258,388	216,475	206,475	204,475

General Government

Division Summary – Information Systems

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Information Systems	368,995	430,986	426,121	433,206
Division Total	368,995	430,986	426,121	433,208

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	188,744	191,589	190,507	191,589
Fringe Benefits	72,305	81,597	82,664	93,617
Overtime	562	2,000	2,000	2,000
Personnel Subtotal	261,611	275,186	275,171	287,206
Supplies	2,641	7,400	7,000	7,100
Services and Charges	103,139	144,500	140,000	131,500
Miscellaneous	1,604	3,900	3,950	7,400
Division Total	368,995	430,986	426,121	433,206

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
Division Total	3.00	3.00	3.00	3.00

Position Title	Adopted FY11	Adopted FY12
Information Technology Manager	1.00	1.00
Information Technology Specialist	2.00	2.00
Division Total FTEs	3.00	3.00

General Government

Division – Information Systems

Division Purpose:

Responsible for the proper maintenance and operation of all City operated information system resources, including routers, switches, servers, computers, telephone, and voice-mail systems.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,865 less than budget. This is attributable to savings in contract costs.

FY12 Budget Highlights:

- Division expenditures are \$2,220 higher — an increase of less than one percent — compared to budgeted expenditures for FY11.
- The majority of the variance is attributable to increases in fringe benefit costs, which includes employee health insurance and required pension contribution.
- Division FTEs remain unchanged.
- Approximately 66 percent of division expenditures are personnel costs.
- Other major division expenditures include computer software maintenance charges (\$72,000) and contractual technical assistance (\$45,000). Combined, these account for 27 percent of division expenditures.

Management Objectives:

- Manage and maintain City network to ensure maximum availability. Maintain backups of critical software and data.

- Test off-site storage of critical City software applications and data files by performing a disaster recovery event that will test continuity of service plan.
- Continue to use server and workstation virtualization where possible to maximize hardware efficiencies.
- Continue offering in-house computer training to ensure all staff is familiar with software packages used by the City.
- Take advantage of cloud computing possibilities whenever feasible for implementing services not currently offered.
- Continue to replace staff computers as they reach four years of usage.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of digital phones supported	155	160	160
Number of cell phones supported (SmartPhones)	62	65	65
Number of voice mail boxes supported	190	195	195
Number of phone system moves, adds, and changes	30	45	65
Number of computers supported	149	155	160
Number of servers	44	50	50
Number of laptop computers supported	12	15	20
Number of printers and copiers	56	56	60
Number of Help Desk calls	2,100	2,500	3,000

General Government

Division Summary – Human Resources

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Human Resources	208,725	230,792	208,852	239,040
Division Total	208,725	230,792	208,852	239,040

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	129,714	133,390	133,899	133,390
Fringe Benefits	35,089	40,952	41,595	48,695
Overtime	87	1,000	450	1,000
Contractual Labor	-	-	-	-
Employee Recognition	-	-	-	155
Personnel Subtotal	164,890	175,342	175,944	183,240
Supplies	1,790	7,100	2,150	6,100
Services and Charges	25,814	25,600	19,500	25,250
Miscellaneous	16,231	22,750	11,258	24,450
Division Total	208,725	230,792	208,852	239,040

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
Division Total	2.00	2.00	2.00	2.00

Position Title	Adopted FY11	Adopted FY12
Human Resources Manager	1.00	1.00
Human Resources Analyst	1.00	1.00
Division Total FTEs	2.00	2.00

General Government

Division – Human Resources

Division Purpose:

Responsible for developing and recommending personnel policies. Compiles and publishes personnel regulations. Administers the City's training and risk management programs.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$21,940 less than budget.
- The variance is primarily attributable to lower than anticipated recruiting costs.

FY12 Budget Highlights:

- Division expenditures are \$8,248 higher — an increase of 3.6 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Approximately 77 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 11 percent of division expenditures. This category includes the cost of the City's online performance appraisal system (\$11,053).
- Approximately ten percent of division expenditures are categorized as miscellaneous. This category includes \$18,000 for job announcements, background checks, and other employee recruitment costs.

Management Objectives:

- Administer on-line performance management system.
- Working with labor-employment counsel, finalize update of City's employment policies and procedures.
- Implement on-line benefits enrollment.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Average number of employees attending City's Wellness Programs/Seminars	-	15	25
Number of employees participating in defensive driving training	40	77	40
Number of employees participating in City-sponsored Spanish language classes	10	0	15

General Government

Division Summary – City Clerk

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
City Clerk	185,917	206,760	205,185	222,798
Division Total	185,917	206,760	205,185	222,798

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	123,807	129,022	129,170	129,022
Fringe Benefits	46,638	49,238	54,340	62,751
Overtime	234	1,000	600	1,000
Contractual Labor	-	-	-	-
Personnel Subtotal	170,679	179,260	184,110	192,773
Supplies	1,305	3,500	2,500	3,300
Services and Charges	9,330	16,050	12,375	19,375
Miscellaneous	4,603	7,950	6,200	7,350
Division Total	185,917	206,760	205,185	222,798

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
Division Total	2.00	2.00	2.00	2.00

Position Title	Adopted FY11	Adopted FY12
City Clerk	1.00	1.00
Assistant City Clerk	1.00	1.00
Division Total FTEs	2.00	2.00

General Government

Division – City Clerk

Division Purpose:

Responsible for managing the preparation of Council meeting agendas and recording Council minutes. Manages and protects official records of the City and ensures proper codification of ordinances. Serves as election administrator for all City elections. Responds to inquiries from City residents and others concerning City policies, procedures, and records. Performs a variety of general administrative services.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$1,575 lower than budget.
- The variance is primarily attributable to lower than anticipated costs for postage and attendance at training sessions.

FY12 Budget Highlights:

- Division expenditures are \$16,038 higher — an increase of 7.8 percent — compared to budgeted expenditures for FY11.
- The majority of the budgetary increase is attributable to contractual costs and fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 87 percent of division expenditures are personnel related.
- Services and charges account for nine percent of division expenditures. This category includes \$5,000 for supplements to the City Code and \$5,000 to have archival minutes scanned for online publishing.

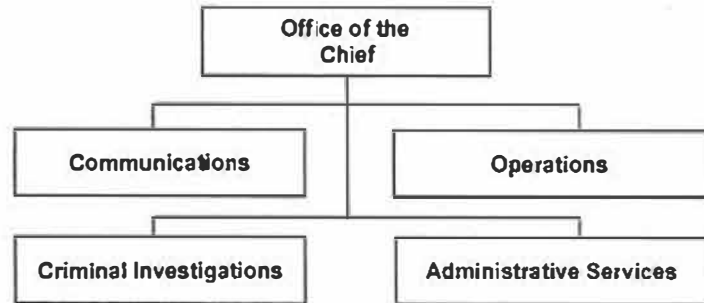
Management Objectives:

- Work with the Board of Elections to plan and conduct the November 2011 election.
- Focus board, commission and committee member recruitment in targeted, less represented areas.
- Scan archival minutes and make them available on the City website.

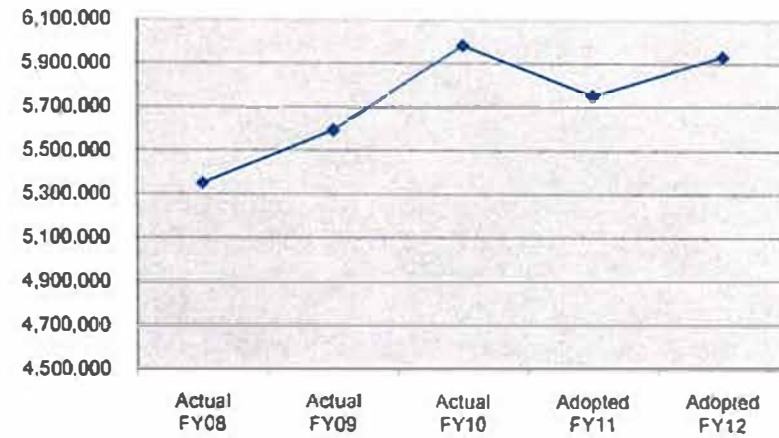
Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of candidates for office processed	10	No Election	10
Percentage of voter turnout * 11/09 and 11/11 Elections	15.9%	No Election	20.0%
Number of Council meetings supported	44	45	44
Number of other meetings supported	28	28	28

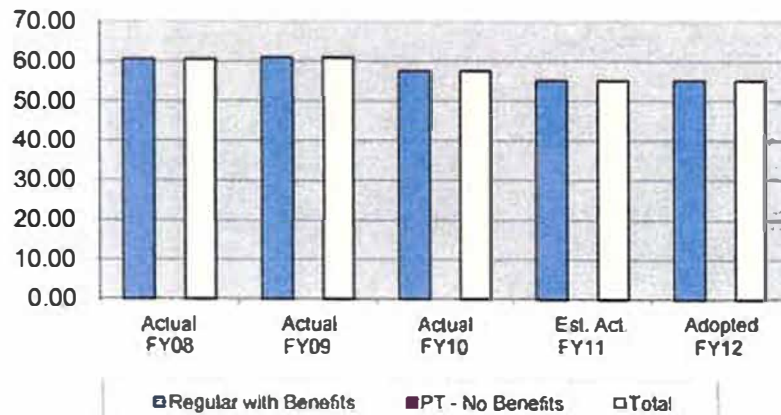
Police



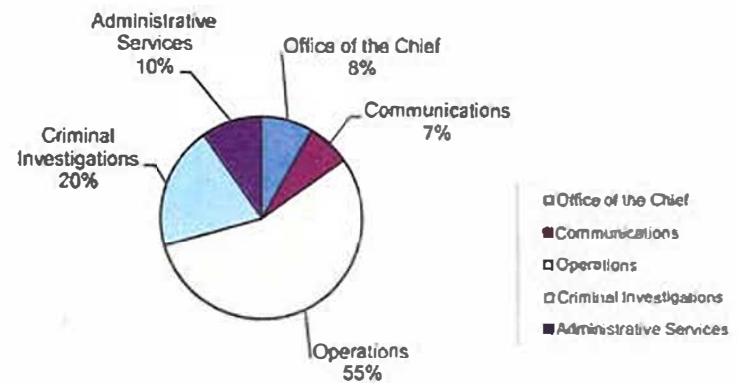
Expenditure History



Staffing Trend (FTEs)



BUDGET BY DIVISION



Police

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Office of the Chief	516,104	478,518	489,288	490,847
Communications	429,381	418,555	390,514	410,192
Operations	3,257,905	3,077,232	3,170,038	3,294,092
Criminal Investigations	1,126,066	1,219,879	1,204,678	1,161,709
Administrative Services	652,702	558,546	561,079	576,229
Department Total	5,982,158	5,752,730	5,815,597	5,933,069

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	3,434,155	3,234,199	3,291,329	3,278,257
Car and Clothing Allowances	80,868	86,355	81,035	78,890
Fringe Benefits	1,634,892	1,598,271	1,665,628	1,744,802
Overtime	253,761	237,500	268,500	244,500
Overtime--Training	41,516	43,500	36,000	43,500
Overtime--Holiday	14,739	20,500	1,750	18,500
Night Differential	52,914	75,000	54,500	65,500
Employee Recognition	149	-	-	3,215
Personnel Subtotal	5,512,994	5,295,325	5,398,742	5,477,164
Supplies	237,008	232,000	209,100	232,500
Services and Charges	165,284	164,555	152,005	164,555
Miscellaneous	66,872	60,850	55,750	58,850
Department Total	5,982,158	5,752,730	5,815,597	5,933,069

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Police Protection (State)	261,254	256,959	261,254	261,254
Police Rebate	799,976	717,580	881,000	922,170
In Lieu of Police	2,322,023	1,973,720	1,973,720	1,983,594
In Lieu of Crossing Guard	163,193	138,714	138,714	138,714
Summons and Fines	200,843	200,000	252,000	218,800
Public Parking Facilities	43,904	50,000	46,000	46,000
Parking Permits	9,762	8,000	8,000	8,000
Parking Administrative Fees	3,045	3,000	3,000	3,000
Subtotal	3,804,000	3,347,973	3,563,688	3,581,532
General Fund	2,178,158	2,404,757	2,251,909	2,351,537
Department Total	5,982,158	5,752,730	5,815,597	5,933,069

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Office of the Chief	2.88	2.88	2.88	2.88
Communications	6.00	5.00	5.00	5.00
Operations	29.45	29.00	29.00	30.00
Criminal Investigations	11.00	11.00	11.00	10.00
Administrative Services	8.11	7.11	7.11	7.11
Department Total FTEs	57.44	54.99	54.99	54.99

Police

Department Summary

Department Overview:

The Takoma Park Police Department protects residents, businesses, visitors, and property and promotes community safety. It also ensures the safe and orderly movement of traffic.

These functions are accounted for in five divisions. They are the Office of the Chief, Communications, Operations, Criminal Investigations, and Administrative Services.

Adopted to Estimated Actual FY11:

- Department expenditures are expected to be \$26,867 more than budget.
- The variance is primarily attributable to increased personnel costs such as overtime and fringe benefit expenses.

FY12 Budget Highlights:

- Departmental expenditures are \$180,339 higher — an increase of 3.1 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution for civilian employees.
- Departmental FTEs remained unchanged.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$181,839 compared to budgeted expenditures for FY11.

- The City's contribution rate to the Police Employees' Retirement Plan increased from 34.82 percent to 34.83 percent based on the July 2010 actuarial valuation.
- Supplies account for about four percent of proposed departmental expenditures. This category includes the cost of gasoline for departmental vehicles (\$123,100) and vehicle repair materials (\$52,400).
- Services and charges account for about three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$53,500. Telephone and cell phone charges total \$40,555.



Police

Division Summary – Office of the Chief

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Office of the Chief	516,104	478,518	489,288	490,847
Division Total	516,104	478,518	489,288	490,847

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	260,310	259,673	264,874	263,648
Car and Clothing Allowances	2,378	1,450	3,240	3,000
Fringe Benefits	114,654	106,045	107,674	111,244
Overtime	-	-	-	-
Employee Recognition	149	-	-	1,605
Personnel Subtotal	377,491	367,168	375,788	379,497
Supplies	22,014	5,000	10,000	5,000
Services and Charges	55,005	53,500	53,500	53,500
Miscellaneous	61,594	52,850	50,000	52,850
Division Total	516,104	478,518	489,288	490,847

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.88	2.88	2.88	2.88
FTEs without benefits	-	-	-	-
Division Total	2.88	2.88	2.88	2.88

Position Title	Adopted FY11	Adopted FY12
Chief of Police	1.00	1.00
Police Captain	1.00	1.00
PIO/Executive Assistant	0.88	0.88
Division Total FTEs	2.88	2.88

Police

Division – Office of the Chief

Division Purpose:

Oversees and directs the activities of the department. Ensures effective management of all levels of police services provided to the community. Develops plans of action for emergency situations. Responsible for the department's public information function.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,770 more than budget.
- The variance is attributable to higher costs related to personnel.

FY12 Budget Highlights:

- Division expenditures are \$12,329 higher — an increase of 2.6 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increased fringe benefits costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 77 percent of division expenditures are personnel related.
- Services and charges account for about 11 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$53,000.
- Approximately 11 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$27,000).

Management Objectives:

- Continue to partner with the County and other municipalities in emergency preparedness planning, drills, training and grant applications.
- Continue the conduct Joint Criminal Investigations with other agencies and share crime analysis data.
- Participate in Bi-County Gang Task Force
- Reduce crime through the continued sharing of information and the education of residents as to the steps they can take to protect themselves and their property.

Uniform Crime Report (UCR) Part I Crime:

Crime	Calendar Year			
	2007	2008	2009	2010
Homicide	1	-	-	-
Rape	4	4	5	1
Robbery	83	80	54	48
Aggravated Assault	43	38	45	26
Personal Crime (Total)	131	122	104	75
Burglary	140	135	112	150
Larceny	432	383	470	364
Motor Vehicle Theft	130	99	78	63
Property Crime (Total)	702	617	660	577
UCR Part I Total	833	739	764	652

Police

Division Summary – Communications

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Communications	429,381	418,555	390,514	410,192
Division Total	429,381	418,555	390,514	410,192

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	285,987	242,224	238,175	239,861
Car and Clothing Allowances	2,160	2,880	2,640	2,400
Fringe Benefits	98,730	95,951	93,199	104,931
Overtime	10,325	20,500	15,000	17,500
Overtime--Training	-	1,000	-	1,000
Overtime--Holiday	959	4,500	500	2,500
Night Differential	3,607	20,500	10,000	11,000
Personnel Subtotal	401,768	387,555	359,514	379,192
Supplies	-	2,000	2,000	2,000
Services and Charges	27,613	29,000	29,000	29,000
Miscellaneous	-	-	-	-
Division Total	429,381	418,555	390,514	410,192

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	6.00	5.00	5.00	5.00
FTEs without benefits	-	-	-	-
Division Total	6.00	5.00	5.00	5.00

Position Title	Adopted FY11	Adopted FY12
Police Dispatcher	5.00	5.00
Division Total FTEs	5.00	5.00

Police

Division: Communications

Division Purpose:

Provides continuous police communications and dispatch duties by answering telephones, sending police officers to calls for service, assisting walk-up customers, and accessing national, state, and local databases.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$28,041 less than budget.
- The variance is attributable to less than anticipated personnel costs due to staffing vacancies.

FY12 Budget Highlights:

- Division expenditures are \$8,363 lower — a decrease of two percent — compared to budgeted expenditures for FY11.
- The variance is attributable to decreased costs for part-time staff.
- Division FTEs remained unchanged.
- Approximately 92 percent of division expenditures are personnel related.
- Services and charges represent about seven percent of division expenditures. This category includes the cost of the wireless internet access for the in-car computer systems (about \$20,000).

Management Objectives:

- Revise communications manual to include new procedures and protocols.
- On-going in service and advanced training of dispatchers including cross training in other administrative duties.
- Continue training and hiring of dispatch trainees.
- Update the phone system in communications.
- Establish a plan for moving communication centers during an emergency.
- Improve customer service skills.
- Cross train other members of the department in the communications functions.
- Manage the conversion of the department's radios to the 5,000 series of portables for the County system.

Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of calls for service dispatched	19,661	17,950	19,000

Police

Division Summary – Operations

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Operations	3,257,905	3,077,232	3,170,038	3,294,092
Division Total	3,257,905	3,077,232	3,170,038	3,294,092

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	1,860,075	1,711,250	1,754,638	1,821,510
Car and Clothing Allowances	56,030	64,255	56,000	52,980
Fringe Benefits	937,262	908,477	995,150	1,023,802
Overtime	168,624	145,000	165,000	145,000
Overtime--Training	31,375	40,000	30,000	40,000
Overtime--Holiday	8,591	9,000	1,000	9,000
Night Differential	39,931	42,000	35,000	42,000
Employee Recognition	-	-	-	1,000
Personnel Subtotal	3,101,888	2,919,982	3,036,788	3,135,292
Supplies	150,717	153,750	132,500	155,300
Services and Charges	3,466	2,000	250	2,000
Miscellaneous	1,834	1,500	500	1,500
Division Total	3,257,905	3,077,232	3,170,038	3,294,092

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	29.45	29.00	29.00	30.00
FTEs without benefits	-	-	-	-
Division Total	29.45	29.00	29.00	30.00

Position Title	Adopted FY11	Adopted FY12
Police Lieutenant	1.00	1.00
Police Sergeant	5.00	4.00
Police Officer	22.00	24.00
Nuisance Control Specialist	1.00	1.00
Division Total FTEs	29.00	30.00

Police

Division: Operations

Division Purpose:

Provides 24-hour uniformed patrol services. Responds to calls for service, conducts preliminary investigations, arrests offenders, provides K-9 support, and handles motor vehicle investigations and general traffic enforcement. Utilizing the services of a civilian employee, responds to nuisance abatement concerns, such as noise, animal, and parking issues.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$92,806 more than budget.
- The variance is primarily attributable to increased fringe benefit costs due to staffing transfers within budgetary divisions.

FY12 Budget Highlights:

- Division expenditures are \$216,860 higher — an increase of 7 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to the transfer of one position from the Criminal Investigations Division to the Operations Division. Fringe benefit costs, including employee health insurance and the City's required pension contribution, will also increase.
- Division FTEs increase by 1.0.
- Approximately 95 percent of division expenditures are personnel related.
- Gasoline (\$94,800) and expenses related to vehicle repairs (\$38,000) comprise four percent of division expenditures.

Management Objectives:

- Maintain the current level of visibility and security throughout the City.
- Continued emphasis and increased hours on walking and bicycle patrols.
- Increase emphasis on DUI arrests through planned DUI details.
- Manage the use of vehicles to obtain better mileage.
- Improve patrol service by using directed patrol based on crime analysis.

Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Hours of bike patrol	350	115.5	200
Hours of foot patrol	2,547	3,801.4	3,500
Number of DUI arrests	59	31	40
Number of criminal and warrant arrests	421	464	430
Number of calls for service handled	14,405	13,560	14,000
Number of traffic stops	5,256	4,390	5,000

Police

Division Summary – Criminal Investigations

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Criminal Investigations	1,126,066	1,219,879	1,204,678	1,161,709
Division Total	1,126,066	1,219,879	1,204,678	1,161,709

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	658,914	730,579	743,331	686,120
Car and Clothing Allowances	16,050	13,050	15,375	16,500
Fringe Benefits	322,429	346,750	317,472	343,429
Overtime	66,135	65,000	80,000	75,000
Overtime--Training	9,017	1,000	5,000	1,000
Overtime--Holiday	3,336	7,000	-	7,000
Night Differential	9,327	12,500	8,500	12,500
Employee Recognition	-	-	-	60
Personnel Subtotal	1,085,208	1,175,879	1,169,678	1,121,609
Supplies	40,105	39,500	34,500	37,600
Services and Charges	553	2,500	500	2,500
Miscellaneous	200	2,000	-	-
Division Total	1,126,066	1,219,879	1,204,678	1,161,709

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	11.00	11.00	11.00	10.00
FTEs without benefits	-	-	-	-
Division Total	11.00	11.00	11.00	10.00

Position Title	Adopted FY11	Adopted FY12
Police Lieutenant	1.00	1.00
Police Sergeant	2.00	2.00
Police Officer	6.00	5.00
Victim/Witness Coordinator	1.00	1.00
Crime Analyst	1.00	1.00
Division Total FTEs	11.00	10.00

Police

Division: Criminal Investigations

Division Purpose:

Conducts investigations regarding serious crimes, such as homicide, rape, robbery, burglary, aggravated assault, theft, auto theft, and narcotic violations. Utilizing the services of a civilian employee, provide support and assistance to victims and witnesses of crimes.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$15,201 less than budget.
- The variance is attributable to lower fringe benefits costs due to transfers.

FY12 Budget Highlights:

- Division expenditures are \$58,170 lower — a decrease of 4.8 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to the transfer of a position to the Operations Division.
- Division FTEs decrease by 1.0.
- Approximately 97 percent of division expenditures are personnel related.

Management Objectives:

- Increase arrests by Tactical Enforcement Unit and Criminal Investigations section.
- Continue use and training of civilian crime scene technicians.

- Use all available means to generate forensic leads and close a higher percentage of crimes.
- Continue to assign and monitor cases in a timely manner.
- Control overtime expenditures to the extent practicable through the management and scheduling of personnel.
- Use the evidence bay to process evidence and solve crimes.

Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of cases assigned	426	292	269
Number of cases closed	139	78	76
Number of cases exceptionally cleared	26	37	13
Closure/clearance percentage	39	39	28
Number of search warrants obtained	18	34	8
Number of arrest warrants obtained	81	28	38
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	1,031	876	512
Number of court room accompaniments by Victim Assistance Coordinator	51	44	63

Police

Division Summary – Administrative Services

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administrative Services	652,702	558,546	561,079	576,229
Division Total	652,702	558,546	561,079	576,229

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	368,869	290,473	290,311	287,118
Car and Clothing Allowances	4,250	4,720	3,780	4,010
Fringe Benefits	161,817	141,048	152,133	161,396
Overtime	8,677	7,000	8,500	7,000
Overtime--Training	1,124	1,500	1,000	1,500
Overtime--Holiday	1,853	-	250	-
Night Differential	49	-	1,000	-
Employee Recognition	-	-	-	550
Personnel Subtotal	546,639	444,741	456,974	461,574
Supplies	24,172	31,750	30,100	32,600
Services and Charges	78,647	77,555	68,755	77,555
Miscellaneous	3,244	4,500	5,250	4,500
Division Total	652,702	558,546	561,079	576,229

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	8.11	7.11	7.11	7.11
FTEs without benefits	-	-	-	-
Division Total	8.11	7.11	7.11	7.11

Position Title	Adopted FY11	Adopted FY12
Police Warrants Security Specialist	1.00	1.00
Administrative Assistant III	1.00	1.00
Administrative Assistant II	1.00	1.00
Administrative Assistant I	1.00	1.00
Crossing Guard	2.31	2.31
Police Evidence Specialist	0.80	0.80
Division Total FTEs	7.11	7.11

Police

Division: Administrative Services

Division Purpose:

Responsible for evidence/property management, records management, parking enforcement, crossing guards, records validations, and maintenance of supplies.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$2,533 higher than budget.
- The variance is primarily attributable to higher than anticipated fringe benefits costs.

FY12 Budget Highlights:

- Division expenditures are \$17,683 higher — an increase of 3.1 percent — compared to budgeted expenditures for FY11.
- The budgetary increase is primarily attributable to higher fringe benefits costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remained unchanged.
- Approximately 80 percent of division expenditures are personnel related.
- Approximately six percent of division expenditures are categorized as supplies. This category includes \$13,100 for vehicle fuel and maintenance costs.
- Services and charges represent about 14 percent of division expenditures. This category includes telephone, printing, and copying charges which combined total \$60,055.

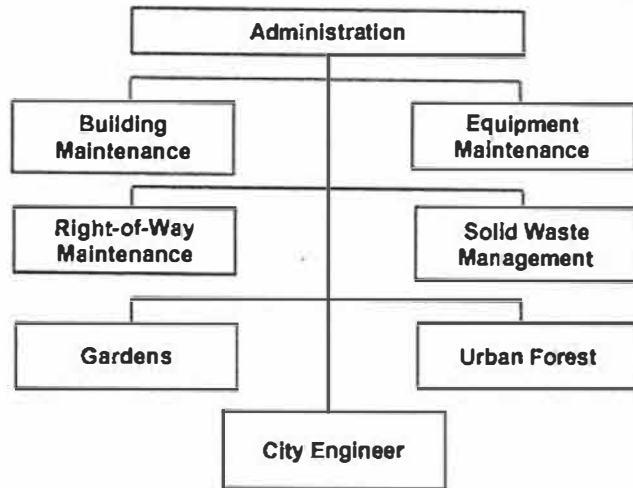
Management Objectives:

- Continue the purging of evidence so that evidence rooms will meet standards.
- Update the agency's towing contract.
- Reduce backlog of reports awaiting submittal into the Records Management System.
- Continue the changeover to the Montgomery County Records Management System.

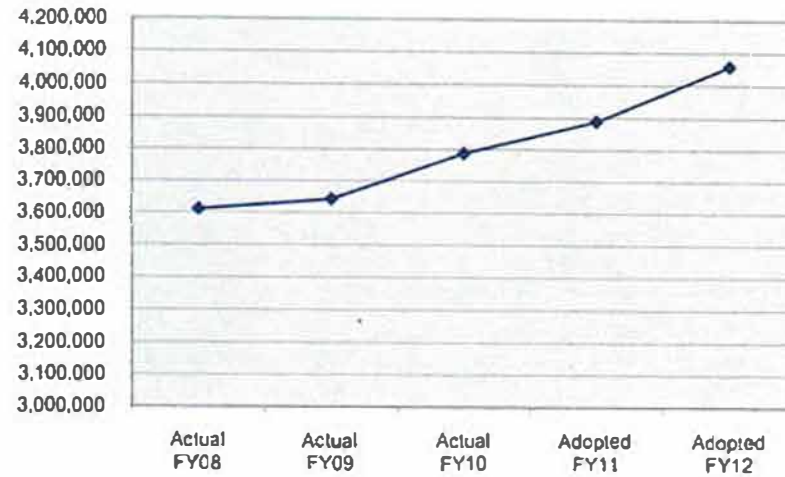
Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of reports reviewed and entered into records management system	2,341	2,125	2,100
Number of warrants received and processed	475	435	425
Number of NCIC validations performed	1,129	1,111	1,110
Number of parking tickets processed	4,084	3,748	3,800

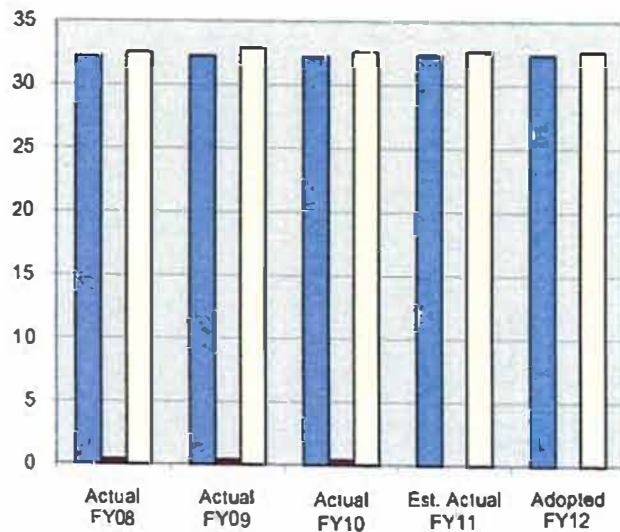
Public Works



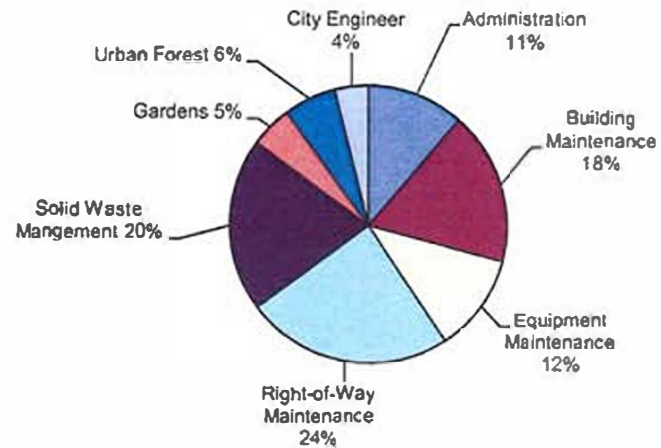
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Public Works

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	290,765	310,252	305,284	457,132
Building Maintenance	695,259	778,963	731,267	724,287
Equipment Maintenance	446,193	458,785	460,851	470,662
Right-of-Way Maintenance	1,049,314	973,212	946,484	981,279
Solid Waste Management	791,249	796,917	771,924	817,361
Gardens	184,514	187,040	175,998	197,268
Urban Forest	223,311	226,929	216,784	249,856
City Engineer	107,516	157,295	167,063	160,001
Department Total	3,788,121	3,889,393	3,775,655	4,057,846

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	1,450,751	1,495,042	1,474,198	1,492,372
Fringe Benefits	501,484	620,606	585,938	694,036
Overtime	130,655	57,250	54,500	52,750
Night Differential	2,592	10,530	10,530	10,530
Contractual Labor	147,517	123,840	136,800	133,540
Employee Recognition	-	-	-	580
Personnel Subtotal	2,232,999	2,307,268	2,261,966	2,383,808
Supplies	586,589	515,700	525,083	543,100
Services and Charges	715,175	813,735	752,598	886,598
Miscellaneous	253,358	252,690	236,008	244,340
Department Total	3,788,121	3,889,393	3,775,655	4,057,846

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Highway User Fees	60,210	21,010	35,000	131,994
In Lieu of Road Maintenance	442,624	376,230	376,230	376,230
Waste Collection Charges	63,974	76,200	70,500	70,500
Recyclable Sales	6,047	1,000	3,000	3,000
Mulch Sales	25,581	20,000	22,000	25,000
Special Trash Pickup	8,880	10,000	8,400	11,900
Excavation/Driveway Permits	1,350	1,500	1,500	2,300
Tree Permits	2,363	10,500	10,000	11,000
Tree Fund	10,000	10,000	10,000	32,000
Subtotal	621,029	526,440	536,630	663,924

General Fund	3,167,092	3,362,953	3,239,025	3,393,922
Department Total	3,788,121	3,889,393	3,775,655	4,057,846

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	2.50	2.50	2.50	2.50
Building Maintenance	6.38	6.00	6.00	6.00
Equipment Maintenance	3.00	3.00	3.00	3.00
Right-of-Way Maintenance	8.00	8.00	8.00	8.00
Solid Waste Management	9.00	9.00	9.00	9.00
Gardens	2.00	2.00	2.00	2.00
Urban Forest	1.00	1.00	1.00	1.00
City Engineer	0.75	0.75	0.75	0.75
Department Total FTEs	32.63	32.25	32.25	32.25

Public Works

Department Summary

Department Overview:

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, vehicles, and equipment. The department also provides solid waste collection and recycling services to single-family residential properties in the City and in the various business districts.

These functions are accounted for in eight divisions. They are Administration, Building Maintenance, Equipment Maintenance, Right-of-Way Maintenance, Solid Waste Management, Gardens, Urban Forest, and City Engineer.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$113,738 lower than budget.
- The variances are primarily attributable to reduced personnel costs and service charges.

FY12 Budget Highlights:

- Departmental expenditures are \$168,453 higher — an increase of 4.3 percent — compared to budgeted expenditures for FY11. The variance is attributable to Council-directed funding for environmental initiatives (\$150,000) and increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 59 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$76,540 compared to budgeted expenditures for FY11.

- Approximately 13 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection. Combined, these items have a cost of \$150,500.
- Services and charges account for about 22 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs; combined, these items total \$410,000. Other expenditures include contractual costs such as engineering services and specialized building maintenance work.
- Miscellaneous expenditures total approximately six percent of departmental expenditures. The vast majority of these expenditures are for solid waste tipping fees, which total \$220,000.



Public Works

Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	290,765	310,252	305,284	457,132
Division Total	290,765	310,252	305,284	457,132

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	164,685	166,899	167,231	166,899
Fringe Benefits	63,939	76,368	72,836	75,230
Overtime	699	250	800	250
Contractual Labor	5,378	500	-	-
Employee Recognition	-	-	-	55
Personnel Subtotal	234,701	244,017	240,867	242,434
Supplies	7,819	8,800	8,800	8,800
Services and Charges	37,607	49,435	48,998	197,898
Miscellaneous	10,638	8,000	6,619	8,000
Division Total	290,765	310,252	305,284	457,132

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.50	2.50	2.50	2.50
FTEs without benefits	-	-	-	-
Division Total	2.50	2.50	2.50	2.50

Position Title	Adopted FY11	Adopted FY12
Director of Public Works	1.00	1.00
Administrative Assistant II	1.50	1.50
Division Total	2.50	2.50

Public Works

Division – Administration

Division Purpose:

Oversees the operations of all departmental divisions. Provides coordination between the divisions and with other City departments.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,968 less than budget.
- The variance is primarily attributable to reduced fringe benefit expenditures.

FY12 Budget Highlights:

- Division expenditures are \$146,880 higher — an increase of 47.3 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to contracts for environmental initiatives.
- Division FTEs remain unchanged.
- Approximately 53 percent of division expenditures are personnel related.
- Services and charges account for 43 percent of division expenditures. This category includes cost of telephone service (\$22,000), departmental radios (\$15,000) and contracts for environment initiatives (\$150,000).

Management Objectives:

- Ensure that the office is appropriately staffed during all hours of operation to provide timely and quality customer service to callers and walk-in customers.
- Oversee the implementation of MyTKPK as it relates to service requests for public works related areas.

- Coordinate the renovation of the Public Works Facility; minimize impact to operations.
- Manage the processing of permit applications for driveway aprons, use of the right-of-way, tree removal, tree protection, and stormwater management for construction. Implement online application submission for City permits, once it becomes available.
- Schedule mulch deliveries and bulk refuse collection. Implement the online scheduling for bulk collection and mulch delivery, once it becomes available.
- Implement credit card and online payment system for permits, mulch delivery and bulk trash collection, once it becomes available.
- Process error-free payroll on a bi-weekly basis, in accordance with the deadline established by the Finance Department.
- Record requisitions of purchases and assist departmental divisions in the processing of invoices to ensure they are paid on time and are posted to the appropriate budgetary line item.
- Review Public Works related information on the City website to ensure that it is up to date and informative.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Permits processed	54	52	55

Note: Includes driveway apron, dumpster, and use of right-of-way permits only. Stormwater, tree removal, and tree protection permits are listed in related budgets.

Public Works

Division Summary – Building Maintenance

<u>Division Expenditures</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Building Maintenance	695,259	778,963	731,267	724,287
Division Total	695,259	778,963	731,267	724,287

<u>Division Expenditures by Type</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Wages	259,054	255,237	256,768	255,237
Fringe Benefits	79,336	95,806	93,312	112,120
Overtime	10,632	5,000	4,000	5,000
Night Differential	2,592	10,530	10,530	10,530
Contractual Labor	13,981	4,000	15,000	4,000
Personnel Subtotal	365,595	370,573	379,610	386,887
Supplies	57,548	56,000	56,748	56,000
Services and Charges	271,878	350,390	293,500	280,000
Miscellaneous	238	2,000	1,409	1,400
Division Total	695,259	778,963	731,267	724,287

<u>Staffing Summary by Position Type (FTEs)</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
FTEs with benefits	6.00	6.00	6.00	6.00
FTEs without benefits	0.38	-	-	-
Division Total	6.38	6.00	6.00	6.00

<u>Position Title</u>	<u>Adopted FY11</u>	<u>Adopted FY12</u>
Facility Maintenance Supervisor	1.00	1.00
Building Maintenance Specialist	1.00	1.00
Custodial Crew Leader	1.00	1.00
Custodian	3.00	3.00
Division Total FTEs	6.00	6.00

Public Works

Division – Building Maintenance

Division Purpose:

Responsible for maintaining City facilities, which include the Community Center, the Takoma Park Library, the Takoma Park Recreation Center, the Heffner Community Center, the Public Works Complex, and the Thomas Siegler Carriage House.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$47,696 less than budget.
- The variance is primarily attributable to lower utility costs.

FY12 Budget Highlights:

- Division expenditures are \$54,676 lower — a decrease of seven percent — compared to budgeted expenditures for FY11.
- Approximately 53 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Utility costs for the various City-owned facilities total \$168,000 or about 23 percent of division expenditures. Services and charges also include the cost of specialized repair and maintenance work performed by contractors (\$110,000).

Management Objectives:

- Provide daily cleaning of all office spaces and public use area, Monday through Friday. Ensure that City facilities are well maintained and provide attractive appearance.

- Provide weekend cleaning of public use areas, the Police Department, and off-site facilities (Heffner and New Hampshire Avenue Recreation Center).
- Ensure that all tile floors and carpeted areas are kept clean and receive annual treatment to maintain a professional appearance and reduce the potential for accidents and injuries.
- Provide annual painting of hallways, lobby areas, and community rooms.
- Maintain all building equipment (lighting, plumbing, heating, and cooling) in a manner that meets the needs of building users. Respond to routine requests for service within 24 hours and as soon as practical for emergency calls.
- Enhance energy efficiency when replacing components of HVAC or lighting systems.
- Evaluate building utility use to explore potential energy efficiency programs to reduce use. Review utility invoices to ensure expenditures are accurate.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Expenditures for Facility Maintenance by Contractor	\$121,204	\$131,500	\$110,000
Expenditures for Facility Maintenance In-House (not including salary)	\$24,024	\$25,000	\$28,000
Staff Hours dedicated to cleaning/week	47	32	32

Public Works

Division Summary – Equipment Maintenance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Equipment Maintenance	446,193	458,785	460,851	470,662
Division Total	446,193	458,785	460,851	470,662

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	187,707	187,325	188,847	187,325
Fringe Benefits	56,319	63,620	64,952	74,997
Overtime	13,376	5,000	5,000	5,000
Personnel Subtotal	257,402	255,945	258,799	267,322
Supplies	175,548	189,600	191,712	193,100
Services and Charges	12,513	10,000	10,000	9,000
Miscellaneous	730	3,240	340	1,240
Division Total	446,193	458,785	460,851	470,662

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
Division Total	3.00	3.00	3.00	3.00

Position Title	Adopted FY11	Adopted FY12
Vehicle Maintenance Supervisor	1.00	1.00
Mechanic	2.00	2.00
Division Total FTEs	3.00	3.00

Public Works

Division – Equipment Maintenance

Division Purpose:

Responsible for maintaining cars, vans, light trucks, heavy duty trucks, and other specialized motorized equipment (leaf vacuum machines, loader, skid steer, and snow plows and spreaders).

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$2,066 higher than budget.
- The variance is primarily attributable to supply costs and personnel costs.

FY12 Budget Highlights:

- Division expenditures are \$11,877 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY11. The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 57 percent of division expenditures are personnel related.
- Gasoline and diesel costs total \$102,500 or about 22 percent of division expenditures. (Police fuel costs are reflected in the Police budget.)
- Repair and maintenance materials and outside labor and parts total \$71,600, or about 15 percent of division expenditures. (Repair and maintenance costs of Police vehicles are reflected in the Police Budget.)

Management Objectives:

- Ensure that at least 90 percent of the City's fleet is operational at all times.
- Return calls for service are less than two percent.
- Provide preventative maintenance services in accordance with the manufacturer's recommended schedules.
- Track mileage and maintenance costs to ensure that vehicles are scheduled for replacement in accordance with the City's Vehicle Replacement Policy.
- Track fuel use by vehicle to determine miles per gallon experience of City's fleet.
- Maintain refueling station in a manner that meets all federal and state requirements.
- Review availability and cost of alternatively fueled vehicles that could be used in the City's fleet; make recommendations to the City Manager regarding options as current fleet vehicles are scheduled for replacement.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of vehicles maintained	76	76	76
Number of vehicles purchased	6	8	4
Pieces of equipment purchased	2	1	-
Number of vehicle/ equipment work orders	1,262	1,129	1,200
Number of preventative maintenance performed	181	181	181

Public Works

Division Summary – Right-of-Way Maintenance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Right-of-Way Maintenance	1,049,314	973,212	946,484	981,279
Division Total	1,049,314	973,212	946,484	981,279

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	312,829	322,738	294,711	320,824
Fringe Benefits	120,700	155,264	138,820	174,285
Overtime	46,329	20,000	25,000	20,000
Contractual Labor	47,504	68,700	76,800	75,900
Employee Recognition	-	-	-	470
Personnel Subtotal	527,362	566,702	535,331	591,479
Supplies	192,134	111,800	131,653	112,300
Services and Charges	327,676	284,210	274,500	272,000
Miscellaneous	2,142	10,500	5,000	5,500
Division Total	1,049,314	973,212	946,484	981,279

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	8.00	8.00	8.00	8.00
FTEs without benefits	-	-	-	-
Division Total	8.00	8.00	8.00	8.00

Position Title	Adopted FY11	Adopted FY12
Right-of-Way Maintenance Supervisor	1.00	1.00
Right-of-Way Crew Leader	2.00	2.00
Equipment Operator	1.00	1.00
Right-of-Way Maintenance Technician	4.00	4.00
Division Total FTEs	8.00	8.00

Public Works

Division – Right-of-Way Maintenance

Division Purpose:

Responsible for storm debris removal, leaf collection, snow removal, pothole repairs, park and playground maintenance, street sign maintenance, sidewalk and street cleaning, preventative roadway crack filling, and streetscape repairs.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$26,728 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a staffing vacancy.

FY12 Budget Highlights:

- Division expenditures are \$8,067 higher — an increase of 0.8 percent — compared to budgeted expenditures for FY11. The variance is due to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 60 percent of division expenditures are personnel related.
- Approximately 11 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$18,000), parks (\$42,000), and snow removal materials (\$30,000).
- Subcontract services and utility charges account for approximately 28 percent of division expenditures. This category includes electrical costs for streetlights, which total \$242,000.

Management Objectives:

- Operate a Citywide leaf collection program over a five-week period that provides at least two collections for every street.
- Ensure that crews are dispatched and on the street as soon as snow is on the road surface. Provide two travelable lanes on each primary street over a 12-hour shift for a snowfall of six inches and one travelable lane over a 12-hour shift for a snowfall of six to 12 inches.
- Maintain all roadway markings and crosswalks, repainting on a schedule of no less than two times per year.
- Respond to pothole reports or emergency requests within 24 hours of receipt.
- Respond to all non-emergency service requests within two weeks of receipt.
- Deliver mulch upon request once a week from March through October or end of supply.
- Clean public rights-of-way, parks, and playgrounds once a week.
- Provide street sweeping at least two times per month for residential streets and three times per month in commercial areas from March through October.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of mulch sales	361	375	370
# of streets receiving preventative maintenance	5	5	7
# of street sweeping cycles annually	10	12	24

Public Works

Division Summary – Solid Waste Management

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Solid Waste Management	791,249	796,917	771,924	817,361
Division Total	791,249	796,917	771,924	817,361

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	314,760	348,450	354,709	352,694
Fringe Benefits	120,323	159,827	147,075	176,127
Overtime	52,636	23,000	17,500	18,000
Contractual Labor	35,127	8,640	3,000	8,640
Personnel Subtotal	522,846	539,917	522,284	555,461
Supplies	5,821	7,500	2,500	13,900
Services and Charges	25,215	24,500	25,000	23,000
Miscellaneous	237,369	225,000	222,140	225,000
Division Total	791,249	796,917	771,924	817,361

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	9.00	9.00	9.00	9.00
FTEs without benefits	-	-	-	-
Division Total	9.00	9.00	9.00	9.00

Position Title	Adopted FY11	Adopted FY12
Solid Waste Supervisor	1.00	1.00
Sanitation Driver	3.00	3.00
Sanitation Technician II	1.00	1.00
Sanitation Technician I	4.00	4.00
Division Total FTEs	9.00	9.00

Public Works

Division – Solid Waste Management

Division Purpose:

Responsible for collection of trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Provides snowplow drivers during snow emergencies.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$24,993 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a lower overtime, contractual labor and fringe benefit costs.

FY12 Budget Highlights:

- Division expenditures are \$20,444 higher — an increase of 2.6 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 68 percent of division expenditures are personnel related.
- Approximately 30 percent of division expenditures are for disposal and/or processing of materials, including \$220,000 for solid waste tipping fees and \$20,000 for recycling processing fees.

Management Objectives:

- Provide once a week collection of refuse and recycling at curbside.
- Provide collection services for residents who are handicapped or elderly.
- Provide collection of yard waste on Mondays, except for weeks when a holiday falls on a Monday.
- Provide collection of heavy or large furniture items as scheduled on a fee basis.
- Provide recycling containers at no cost to all households that receive City collection services.
- Provide collection of refuse and recycling at City parks and public receptacles three times a week during spring, summer, and fall and two times a week during the winter months.
- Provide for expanded recycling opportunities as markets become available.
- Promote drop-off for additional recyclable items including electronics and computers, CFL light bulbs, and motor oil and antifreeze at the Public Works Facility.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Tons of trash	5,853	5,910	5,900
Tons of recycling	1,431	1,450	1,450
Tons of yard waste collected	1,017	1,050	1,000
# of ROW containers serviced	112	112	115

Public Works

Division Summary – Gardens

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Gardens	184,514	187,040	175,998	197,268
Division Total	184,514	187,040	175,998	197,268

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	86,017	85,550	86,675	85,550
Fringe Benefits	26,960	31,040	31,023	37,018
Overtime	4,081	3,000	1,200	3,000
Contractual Labor	45,526	42,000	42,000	45,000
Personnel Subtotal	162,584	161,590	160,898	170,568
Supplies	20,295	21,000	13,000	23,000
Services and Charges	923	3,200	2,100	2,700
Miscellaneous	712	1,250	-	1,000
Division Total	184,514	187,040	175,998	197,268

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
Division Total	2.00	2.00	2.00	2.00

Position Title	Adopted FY11	Adopted FY12
City Gardener	1.00	1.00
Garden Maintenance Technician	1.00	1.00
Division Total FTEs	2.00	2.00

Public Works

Division – Gardens

Division Purpose:

Responsible for the maintenance of the City's public gardens and planted rights-of-way that add to the beauty of Takoma Park's neighborhoods.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$11,042 less than budget.
- The variance is attributable to less than anticipated costs for supplies.

FY12 Budget Highlights:

- Division expenditures are \$10,228 higher — an increase of 5.5 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to the increase in contractual labor costs and increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 86 percent of division expenditures are personnel related.
- Supplies comprise about 12 percent of division expenditures and include items such as garden tools.

Management Objectives:

- Provide weeding and mulching of all City gardens and planted rights-of-way at least three times per year.
- Plan and install new gardens in public space as requested, contingent on available funding.

- Replace planting in established gardens as needed and funding allows.
- Improve the appearance of the rear of the Community Center through enhanced planting beds.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
# of new gardens created	4	5	2
# of existing gardens enhanced	21	20	23

Note:

New garden installations planned for two sites around the Community Center.

Enhanced garden planting scheduled for Takoma Junction, Forest Park, and Hodges Heights Garden.

Public Works

Division Summary – Urban Forest

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Urban Forest	223,312	226,929	216,784	249,856
Division Total	223,312	226,929	216,784	249,856

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	65,419	69,085	65,244	64,085
Fringe Benefits	17,781	20,144	20,120	23,516
Overtime	2,415	1,000	250	1,000
Employee Recognition	-	-	-	55
Personnel Subtotal	85,615	90,229	85,614	88,658
Supplies	127,424	121,000	120,670	136,000
Services and Charges	8,740	13,000	10,000	23,000
Miscellaneous	1,533	2,700	500	2,200
Division Total	223,312	226,929	216,784	249,856

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	1.00	1.00	1.00	1.00
FTEs without benefits	-	-	-	-
Division Total	1.00	1.00	1.00	1.00

Position Title	Adopted FY11	Adopted FY12
City Arborist	1.00	1.00
Division Total FTEs	1.00	1.00

Public Works

Division – Urban Forest

Division Purpose:

Responsible for managing the City's urban forest. Enforces Takoma Park's tree ordinance. Division is overseen by a licensed arborist.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,145 less than budget.
- The variance is attributable to less than anticipated costs for personnel, mailings, water and training.

FY12 Budget Highlights:

- Division expenditures are \$22,927 higher — an increase of ten percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increased tree planting expenditures and subcontractor costs related to invasives management and tree database updates.
- Division FTEs remain unchanged.
- Approximately 35 percent of division expenditures are personnel related.
- About 53 percent of division expenditures are related to tree maintenance (\$90,000) and tree planting (\$22,000 on public property and \$20,000 on private property).
- Sub-contract work totaling \$20,000 accounts for eight percent of division expenditures and includes \$15,000 for removal of invasives.

Management Objectives:

- Enforce the provisions of the City's tree ordinance.
- Conduct site visit within three work days of receipt of a tree removal application.
- Promote tree planting and care on private property through the annual Arbor Day celebration and annual wholesale tree purchase.
- Plant trees in City right-of-way twice a year based on annual budget allocation.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of trees removed by permit	63	45	54
Number of undesirable species trees removed by permit	26	25	30
Number of tree protection plan permits	25	14	17
Waivers issued by City Arborist	187	165	198
Number of permit denials	51	10	12
Number of trees planted in the right-of-way	94	125	110
Number of bulk buy trees planted on private property	50	45	50
Tree Impact Assessments	NA	37	44
# of municipal infraction citations issued.	5	7	6

Public Works

Division Summary – City Engineer

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
City Engineer	107,516	157,295	167,063	160,001
Division Total	107,516	157,295	167,063	160,001

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	60,280	59,758	60,013	59,758
Fringe Benefits	16,126	18,537	17,800	20,743
Overtime	487	-	750	500
Personnel Subtotal	76,893	78,295	78,563	81,001
Supplies	-	-	-	-
Services and Charges	30,623	79,000	88,500	79,000
Miscellaneous	-	-	-	-
Division Total	107,516	157,295	167,063	160,001

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	-	-	-	-
Division Total	0.75	0.75	0.75	0.75

Position Title	Adopted FY11	Adopted FY12
City Engineer	0.50	0.50
Administrative Assistant II	0.25	0.25
Division Total FTEs	0.75	0.75

Public Works

Division – City Engineer

Division Purpose:

Manages and directs all paving operations and stormwater management activities. Provides engineering support to other City departments.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$9,768 more than budget.
- The variance is primarily attributable to the survey of the Flower Avenue right-of-way.

FY12 Budget Highlights:

- Division expenditures are \$2,706 higher — an increase of 1.7 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 51 percent of division expenditures are personnel related. One-half of the City Engineer's salary and benefit costs are charged to the Stormwater Management Fund. Division expenditures also include 25 percent of the cost of an administrative staff person.
- About 49 percent of division expenditures are related to services and charges, specifically contractual engineering and other professional work.

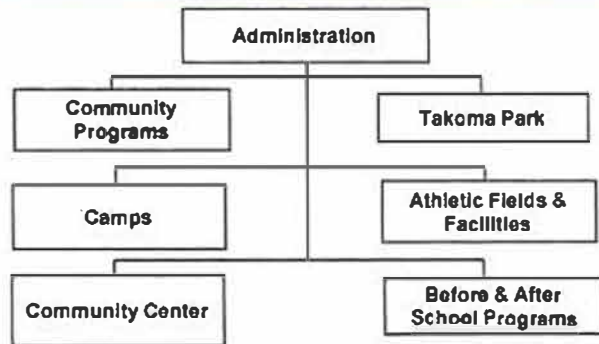
Management Objectives:

- Oversee street restoration program based on funding allocation. Provide 72 hours public notice prior to commencement of construction.
- Coordinate City street work with area utilities.
- Maintain record of necessary repairs to City streets, curbs, gutters, and sidewalks. Schedule repairs at least twice a year, contingent on available funding.
- Implement sidewalk improvement program as directed by the Council.
- Evaluate City Code to determine what changes can be made to improve the work of utility companies in the City right-of-way.
- Provide civil engineering support to other City departments as necessary.

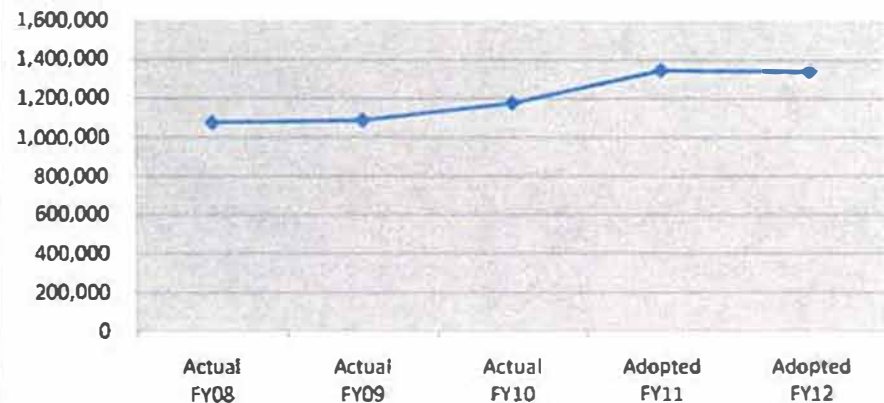
Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Miles of road resurfaced	0.436	0.421	0.450
Square feet of asphalt patch	13,200	19,751	15,000
Linear feet of curb/gutter replaced	3,611	6,898	3,500
Square yards of sidewalk repaired	3,420	2,460	2,500
Square feet of brick sidewalks installed	16	200	100
Square footage of porous concrete or rubber walks installed	182	220	250

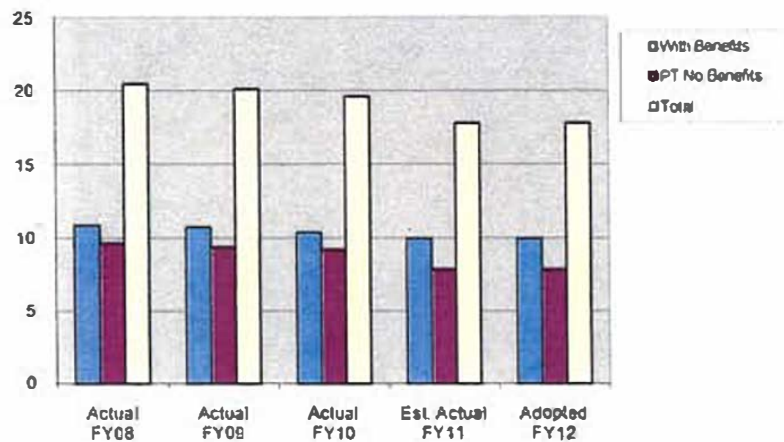
Recreation



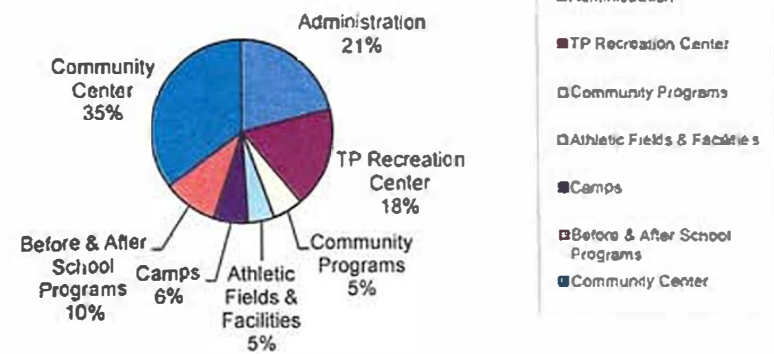
EXPENDITURE HISTORY



Staffing Trend (FTEs)



BUDGET BY DIVISION



Recreation

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	260,312	271,976	284,154	282,792
Takoma Park Recreation Center	225,155	247,507	234,889	240,919
Community Programs	65,978	74,350	69,457	72,622
Athletic Fields and Facilities	61,951	69,556	59,277	62,336
Camps	61,278	85,166	85,123	82,453
Before and After School Programs	111,496	123,311	119,523	130,656
Community Center	389,307	474,812	441,652	471,973
Department Total	1,175,477	1,346,678	1,294,075	1,343,751

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	743,919	793,238	789,081	797,054
Fringe Benefits	194,127	260,290	232,799	275,137
Overtime	1,841	5,300	3,920	4,400
Employee Recognition	-	-	-	110
Personnel Subtotal	939,887	1,058,828	1,025,800	1,076,701
Supplies	17,849	29,000	21,700	22,600
Services and Charges	165,028	193,750	189,250	184,550
Miscellaneous	52,713	65,100	57,325	59,900
Department Total	1,175,477	1,346,678	1,294,075	1,343,751

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Takoma/Langley Recreation Agreement	125,000	93,750	93,750	79,670
Program/Service Charges	278,845	337,200	399,800	372,400
Subtotal	403,845	430,950	493,550	452,070
General Fund	771,632	915,728	800,525	891,681
Department Total	1,175,477	1,346,678	1,294,075	1,343,751

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	2.63	2.25	2.25	2.25
Takoma Park Recreation Center	4.29	3.73	3.73	3.73
Community Programs	0.95	0.45	0.45	0.45
Athletic Fields and Facilities	0.20	0.20	0.20	0.20
Camps	2.14	2.07	2.07	2.07
Before & After School Programs	2.06	2.13	2.13	2.13
Community Center	7.30	6.94	6.94	6.94
Department Total FTEs	19.57	17.77	17.77	17.77

Recreation

Department Summary

Department Overview:

The Recreation Department is responsible for developing and providing creative, diversified, and safe programs and services that attract participants of all ages and for delivering those services and programs in an effective and efficient manner. Staff works in collaboration with youth, seniors, and others to identify new programs and services in which they might be interested.

These functions are accounted for in seven divisions. They are Administration, Takoma Park Recreation Center, Community Programs, Athletic Fields/Facilities, Camps, Before- and After-School Programs, and Community Center.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$52,603 less than budget.
- The variance is attributable to a staffing vacancy, a decrease in contract and supply costs, and a fringe benefit computation error made by Human Resources.

FY12 Budget Highlights:

- Departmental expenditures are \$2,927 lower — a decrease of less than one percent — compared to budgeted expenditures for FY11.
- Departmental FTEs remain unchanged.
- Approximately 80 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$17,873 compared to budgeted expenditures for FY11.
- Personnel cost increases are attributable to fringe benefit costs, including employee health insurance and the City's required pension contribution.

- Services and charges account for about 14 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$25,000), program instruction (\$71,000), and rental of school facilities (\$19,000).
- Miscellaneous expenditures represent approximately five percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.



Recreation

Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	260,312	271,976	284,154	282,792
Division Total	260,312	271,976	284,154	282,792

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	157,986	159,298	160,639	159,403
Fringe Benefits	52,440	61,378	63,740	63,589
Overtime	46	2,000	800	1,000
Personnel Subtotal	210,472	222,676	225,179	223,992
Supplies	3,262	4,000	3,550	3,700
Services and Charges	40,201	37,500	48,700	47,300
Miscellaneous	6,377	7,800	6,725	7,800
Division Total	260,312	271,976	284,154	282,792

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.25	2.25	2.25	2.25
FTEs without benefits	0.38	-	-	-
Division Total	2.63	2.25	2.25	2.25

Position Title	Adopted FY11	Adopted FY12
Recreation Director	0.70	0.70
Assistant Recreation Director	0.45	0.45
Recreation Supervisor II	0.10	0.10
Administrative Assistant II	1.00	1.00
Part-Time Staff		
Division Total FTEs	2.25	2.25

Recreation

Division – Administration

Division Purpose:

Responsible for the oversight of all departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$12,178 more than budget.
- The variance is primarily attributable to higher than expected bank fees due to the volume of customer transactions.

FY12 Budget Highlights:

- Division expenditures are \$10,816 higher — an increase of 4.0 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to bank fees.
- Division FTEs remain unchanged.
- Approximately 79 percent of division expenditures are personnel related.
- Services and charges represent about 17 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing of the program brochure.

- Charges categorized as miscellaneous account for about three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.

Management Objectives:

- Develop new partnerships to improve service delivery to the residents of Takoma Park.
- Collaborate with Montgomery County Recreation to access resources for gang intervention and prevention.
- Improve marketing through new website and the use of social media.
- Utilize Activenet software to maximize outreach to customers through promotions, marketing, and feedback.
- Enhance staff development through individual coaching, training, and evaluation to promote professional and personal growth.

Recreation

Division Summary – Takoma Park Recreation Center

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Takoma Park Recreation Center	225,155	247,507	234,889	240,919
Division Total	225,155	247,507	234,889	240,919

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	169,409	166,490	167,053	166,489
Fringe Benefits	33,290	54,567	40,666	48,770
Overtime	277	500	620	600
Employee Recognition	-	-	-	110
Personnel Subtotal	202,976	221,557	208,339	215,969
Supplies	1,731	3,000	2,200	1,900
Services and Charges	18,507	19,350	21,250	19,850
Miscellaneous	1,941	3,600	3,100	3,200
Division Total	225,155	247,507	234,889	240,919

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	1.65	1.65	1.65	1.65
FTEs without benefits	2.64	2.08	2.08	2.08
Division Total	4.29	3.73	3.73	3.73

Position Title	Adopted FY11	Adopted FY12
Recreation Director	0.10	0.10
Assistant Recreation Director	0.35	0.35
Recreation Supervisor II	0.20	0.20
Recreation Supervisor I	1.00	1.00
Part-time Staff	2.08	2.08
Division Total FTEs	3.73	3.73

Recreation

Division – Takoma Park Recreation Center

Division Purpose:

Operates the Takoma Park Recreation Center located on New Hampshire Avenue. The building is owned by the Maryland-National Park and Planning Commission and operated by the Montgomery County Recreation Department. The County subcontracts the operation of the facility to the City of Takoma Park, for which the City receives an operating grant.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$12,618 less than budget.
- The variance is primarily attributable to fringe benefits.

FY12 Budget Highlights:

- Division expenditures are \$6,588 lower — a decrease of 2.7 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to fringe benefits.
- Division FTEs remain unchanged.
- Approximately 90 percent of division expenditures are personnel related.
- Services and charges represent about eight percent of division expenditures. This category includes the cost of contractors who conduct programs at Takoma Park Recreation Center (\$10,000) and telephone costs for the facility (\$7,000).
- Charges categorized as miscellaneous account for about one percent of division expenditures. This classification includes certain programmatic costs such as teen trips and programs and expenditures for department sponsored special events.

Management Objectives:

- Maintain program offerings for youth and adults.
- Expand partnerships with the local business community for teen or other program support.
- Continue shuttle service between the Recreation Center and Community Center twice a month for special teen events.
- Develop a wellness and fitness initiative that utilizes the new cardio equipment in the facility.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of new programs	4	3	2
Number of new business partnerships established	2	3	2
Number of bus shuttle trips between TPRC and TPCC	12	24	30
Number of new special events established	2	0	0

Recreation

Division Summary – Community Programs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Community Programs	65,978	74,350	69,457	72,622
Division Total	65,978	74,350	69,457	72,622

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	31,260	28,132	28,240	28,132
Fringe Benefits	8,832	10,018	9,717	11,290
Overtime	-	500	400	500
Personnel Subtotal	40,092	38,650	38,357	39,922
Supplies	1,255	6,700	3,500	4,500
Services and Charges	4,621	6,500	6,500	6,500
Miscellaneous	20,010	22,500	21,100	21,700
Division Total	65,978	74,350	69,457	72,622

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.95	0.45	0.45	0.45
FTEs without benefits	-	-	-	-
Division Total	0.95	0.45	0.45	0.45

Position Title	Adopted FY11	Adopted FY12
Recreation Coordinator I	0.00	0.00
Recreation Manager	0.20	0.20
Recreation Supervisor II	0.25	0.25
Division Total FTEs	0.45	0.45

Recreation



Division – Community Programs

Division Purpose:

Encompasses a variety of sports activities/programs, trips and special events held throughout the year.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,893 less than budget.
- The variance is primarily attributable to lower costs for program equipment and sports.

FY12 Budget Highlights:

- Division expenditures are \$1,728 lower — a decrease of 2.3 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to lower program equipment costs.
- Division FTEs remain unchanged.

- Approximately 55 percent of division expenditures are personnel related.
- Charges categorized as miscellaneous account for about 30 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees. Expenditures for department-sponsored special events such as the Halloween Parade and the Egg Hunt, sports programs, and Fun Days are also accounted for in this category.

Management Objectives:

- Continue partnership with the Recreation Committee to provide recreational opportunities for the residents of Takoma Park, such as the summer whiffle ball league and winter basketball league.
- Enhance community involvement by offering special outdoor events such as touch-a-truck, International Day of Play, movies on the lawn, and holiday events.
- Host quarterly special event in the recently renovated Community Center Auditorium.
- Develop a grass roots marketing campaign to increase participation in the summer YES Basketball League.
- Expand the flag football program and explore the feasibility of forming a spring after school league.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Flag Football Participants	14	70	96
Y.E.S. Participants	40	70	90
T-Ball Participants	96	120	132
Winter Basketball Participants	534	594	600
Tennis Lesson Participants	10	36	40

Recreation

Division Summary – Athletic Fields & Facilities

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Athletic Fields and Facilities	61,951	69,556	59,277	62,336
Division Total	61,951	69,556	59,277	62,336

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	12,756	13,374	13,422	13,374
Fringe Benefits	3,209	4,182	3,855	4,962
Overtime	-	-	-	-
Personnel Subtotal	15,965	17,556	17,277	18,336
Supplies	-	-	-	-
Services and Charges	45,986	52,000	42,000	44,000
Miscellaneous	-	-	-	-
Division Total	61,951	69,556	59,277	62,336

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.20	0.20	0.20	0.20
FTEs without benefits	-	-	-	-
Division Total	0.20	0.20	0.20	0.20

Position Title	Adopted FY11	Adopted FY12
Recreation Manager	0.20	0.20
Division Total FTEs	0.20	0.20

Recreation

Division – Athletic Fields and Facilities

Division Purpose:

Oversees maintenance of athletic fields and facilities, including Lee Jordan Field and Ed Wilhelm Field. The fields are maintained and permitted by the City in accordance with the agreement between the City and Montgomery County Public Schools (Lee Jordan) and Maryland-National Park and Planning Commission (Ed Wilhelm). Payment for the department's rental and use of school facilities are accounted for in this division.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,279 less than budget.
- The variance is attributable to lower field maintenance and school rental fees.

FY12 Budget Highlights:

- Division expenditures are \$7,220 lower — a decrease of 10.4 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to decreased contractual costs.
- Approximately 29 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 71 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$25,000).
- Services and charges also include the monies paid to the Interagency Coordinating Board for the rental of school facilities for City-provided recreational programs (\$19,000).

Management Objectives:

- Maintain financial partnerships to defray costs of field maintenance.
- Coordinate with sports leagues and schools to assist in relocation caused by renovation of Takoma-Piney Branch Park and the associated park closure.
- Continue successful maintenance program for Lee Jordan field. Suspend operations on Ed Wilhelm due to construction and oversee restoration of the field.
- Maintain service of port-o-johns at Lee Jordan Field, Spring Park, and Belle Ziegler Park.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of seeding applications	4	2	2

Recreation

Division Summary – Camps

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Camps	61,278	85,166	85,123	82,453
Division Total	61,278	85,166	85,123	82,453

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	29,266	44,080	46,830	44,080
Fringe Benefits	10,315	13,786	13,543	15,173
Overtime	159	500	300	500
Personnel Subtotal	39,740	58,366	60,673	59,753
Supplies	1,908	2,000	1,550	1,800
Services and Charges	13,372	16,200	18,100	15,300
Miscellaneous	6,258	8,600	4,800	5,600
Division Total	61,278	85,166	85,123	82,453

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.47	0.47	0.47	0.47
FTEs without benefits	1.67	1.60	1.60	1.60
Division Total	2.14	2.07	2.07	2.07

Position Title	Adopted FY11	Adopted FY12
Assistant Recreation Director	0.05	0.05
Recreation Supervisor II	0.20	0.20
Recreation Supervisor I	0.15	0.15
Seasonal Staff	1.67	1.67
Division Total FTEs	2.07	2.07

Recreation

Division – Camps

Division Purpose:

Develops programming for summer and Spring Break camps and oversees their operation. There are three summer camps: Extreme Horizons Camp is oriented towards the difficult to reach age group in grades 6 through 8. Recess Camp is located at the Takoma Park Recreation Center and Camp Takoma at the Community Center.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be equal to the budget.

FY12 Budget Highlights:

- Division expenditures are \$2,713 lower — a decrease of 3.2 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to a reduction in the trips budget.
- Approximately 72 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 19 percent of division expenditures. This category includes contractual costs for special programs and transportation.
- Expenditures categorized as miscellaneous account for approximately seven percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.

Management Objectives:

- Re-design teen summer program offerings to appeal to this hard to reach age group, to include developmental activities, trips, fitness, and service learning hours.
- Use free online survey system to evaluate customer satisfaction.
- Increase customer satisfaction rating of the City's summer and Spring Break camps.
- Increase career staff involvement with specialty camps to include daily hands-on participation and planning.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of participants in Counselor-in-Training Program	NA	4	6
Percentage of favorable ratings for Spring Break Camp	75	80	95
Percentage of evaluations returned for Spring Break Camp	35	40	50
Percentage of favorable ratings for Summer Camp	90	90	95
Percentage of evaluations returned for Summer Camp	35	35	50
Implement summer specialty camps	12	5	7

Recreation

Division Summary – Before & After School Programs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Before and After School Programs	111,496	123,311	119,523	130,656
Division Total	111,496	123,311	119,523	130,656

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	77,614	80,682	81,330	83,371
Fringe Benefits	24,506	30,029	26,293	35,985
Overtime	-	300	300	300
Personnel Subtotal	102,120	111,011	107,923	119,656
Supplies	4,174	5,300	4,100	4,200
Services and Charges	4,427	6,400	6,900	6,200
Miscellaneous	775	600	600	600
Division Total	111,496	123,311	119,523	130,656

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.85	0.92	0.92	0.92
FTEs without benefits	1.21	1.21	1.21	1.21
Division Total	2.06	2.13	2.13	2.13

Position Title	Adopted FY11	Adopted FY12
Assistant Recreation Director	0.05	0.05
Recreation Supervisor II	0.15	0.15
Recreation Supervisor I	0.72	0.72
Seasonal Staff	1.21	1.21
Division Total FTEs	2.13	2.13

Recreation

Division – Before & After School Programs

Division Purpose:

Develop leisure interests for those in grades K-5. The before and after-school program is conducted at the Takoma Park Community Center every day that school is in session throughout the school year.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$3,788 less than budget.
- The variance is attributable to fringe benefits.

FY12 Budget Highlights:

- Division expenditures are \$7,345 higher — an increase of 6.0 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 92 percent of division expenditures are personnel related.

Management Objectives:

- Utilize staff to implement specialty clubs, events and programs.
- Increase customer satisfaction with the before- and after-school care programs by receiving 90 percent or better favorable ratings.
- Develop a parent orientation that emphasizes program policies, procedures, staff introductions, and program overview.

- Explore feasibility of a partnership with the Art and Humanities Council for expanded programming.
- Obtain staff certifications by attending six hours of training that specializes in childcare and after school programming.
- Utilize free online survey system to evaluate participant satisfaction.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Percentage of staff receiving six hours of training	100	75	100
Percentage of evaluations returned	33	35	50
Staff-led clubs and activities	5	7	8
Percentage of favorable ratings for Before/After Care	80	80	90
Contractor-led clubs/activities	3	3	3

Recreation

Division Summary – Takoma Park Community Center

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Community Center	389,307	474,812	441,652	471,973
Division Total	389,307	474,812	441,652	471,973

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	265,627	301,182	291,567	302,205
Fringe Benefits	61,535	86,330	74,985	95,368
Overtime	1,359	1,500	1,500	1,500
Personnel Subtotal	328,521	389,012	368,052	399,073
Supplies	5,519	8,000	6,800	6,500
Services and Charges	37,914	55,800	45,800	45,400
Miscellaneous	17,353	22,000	21,000	21,000
Division Total	389,307	474,812	441,652	471,973

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	4.00	4.00	4.00	4.00
FTEs without benefits	3.30	2.94	2.94	2.94
Division Total	7.30	6.94	6.94	6.94

Position Title	Adopted FY11	Adopted FY12
Recreation Director	0.20	0.20
Assistant Recreation Director	0.10	0.10
Recreation Manager	0.60	0.60
Recreation Supervisor II	1.10	1.10
Recreation Coordinator I	1.00	1.00
Recreation Coordinator II	1.00	1.00
Part-time Staff	2.94	2.94
Division Total FTEs	6.94	6.94

Recreation

Division – Takoma Park Community Center

Division Purpose:

Oversees staffing, operations, and programming of the Takoma Park Community Center. Includes programming for senior citizens and teens, youth activities held in the Game Room and Teen Room, and reception desk operations. Costs related to class offerings, previously accounted for in Administration, are reflected in this division as contractors.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$33,160 less than budget.
- The variance is attributable to staff vacancy, fringe benefits and contractor fees.

FY12 Budget Highlights:

- Division expenditures are \$2,839 lower — a decrease of less than one percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to a reduction in contractors.
- Approximately 85 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about ten percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$45,000).
- Charges categorized as miscellaneous account for about four percent of division expenditures. This classification includes programmatic costs for special events and senior and teen programs.

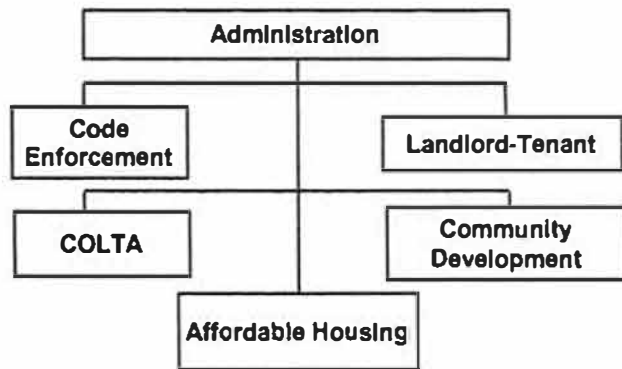
Management Objectives:

- Continue to provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Work with community groups to maximize use of the recently renovated Community Center Auditorium.
- Develop a variety of multi-media classes specializing in audio and video program opportunities for teens and adults.
- Expand the use of social media to increase the participation of teens.
- Develop specialized programs targeting active adults that would encourage participation of baby boomers.
- Approve the functionality and quality of Community Center space in collaboration with the Public Works Department.

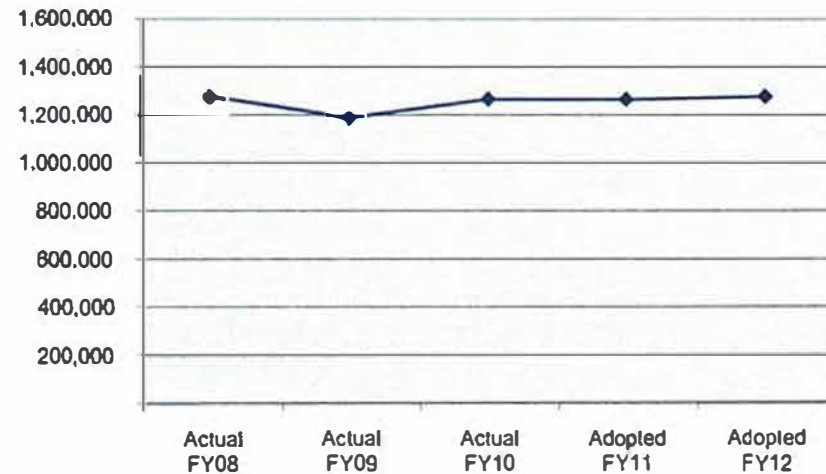
Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of service learning hours recorded	650	752	700
Number of toddler programs	30	53	40
Number of teen programs/trips	101	112	100
Percentage of favorable ratings for senior programs	90	95	95
Audio-visual programs in the multi-media lab	NA	4	7

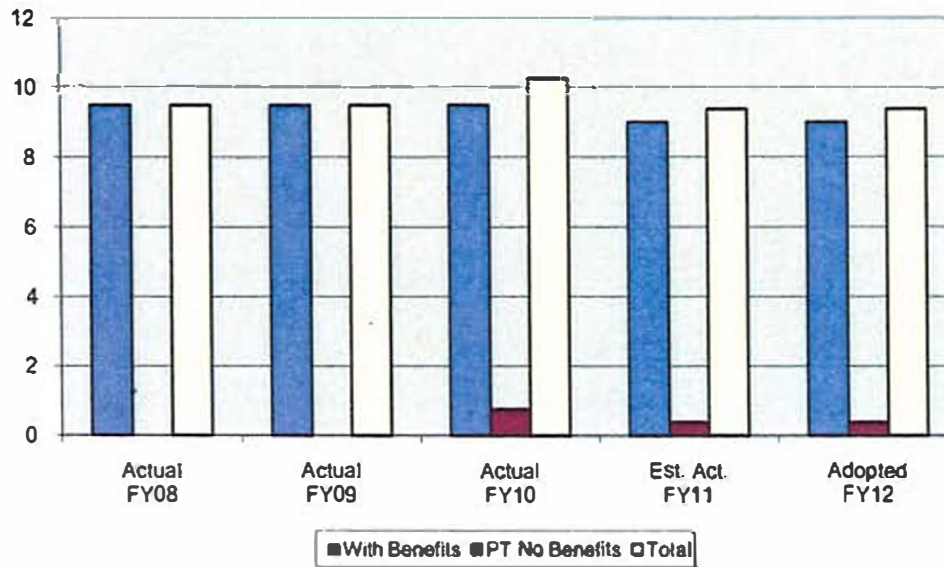
Housing and Community Development



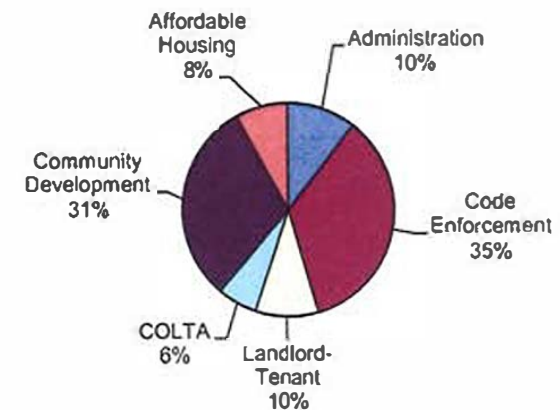
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Housing and Community Development

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	127,318	138,933	133,173	133,976
Code Enforcement	403,176	428,239	434,262	448,192
Landlord-Tenant	136,184	123,908	122,967	123,130
COLTA	69,990	85,072	69,999	77,574
Community Development	439,528	380,112	365,245	391,964
Affordable Housing	90,843	109,524	108,361	102,853
Department Total	1,267,039	1,265,788	1,234,007	1,277,689

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	645,536	601,167	594,620	603,768
Fringe Benefits	197,234	216,781	221,157	254,296
Overtime	5,868	7,200	7,200	6,000
Contractual Labor	-	-	-	-
Personnel Subtotal	848,638	825,148	822,977	864,064
Supplies	13,971	22,750	21,750	21,500
Services and Charges	390,643	386,070	362,490	365,550
Miscellaneous	13,787	31,820	26,790	26,575
Department Total	1,267,039	1,265,788	1,234,007	1,277,689

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Inspection Fees	291,793	280,000	290,700	295,000
Municipal Infraction Fees	8,565	7,000	10,000	10,000
Subtotal	300,358	287,000	300,700	305,000
General Fund	966,681	978,788	933,307	972,689
Department Total	1,267,039	1,265,788	1,234,007	1,277,689

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	0.90	0.90	0.90	0.90
Code Enforcement	3.00	3.00	3.00	3.00
Landlord-Tenant	1.60	1.28	1.28	1.28
COLTA	0.80	0.62	0.62	0.62
Community Development	3.35	2.98	2.98	2.98
Affordable Housing	0.60	0.60	0.60	0.60
Department Total FTEs	10.25	9.38	9.38	9.38

Housing and Community Development

Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, code enforcement, neighborhood revitalization and arts and humanities. Administrative and technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions.

These functions are accounted for in six divisions. They are Administration, Code Enforcement, Landlord-Tenant Office, Commission on Landlord and Tenant Affairs, Community Development, and Affordable Housing.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$31,781 less than budget.
- The variance is primarily attributable to lower than anticipated staffing costs and demand for contracted services.

FY12 Budget Highlights:

- Departmental expenditures are \$11,901 higher — an increase of one percent — compared to budgeted expenditures for FY11. The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 68 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$38,916 compared to budgeted expenditures for FY11.

- Services and charges account for about 29 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$191,400), review of requested rent increases (\$12,500), and tenant organizing (\$20,000). The operating subsidy for the Old Takoma Business Association/Main Street Takoma (\$30,000) is included in this category.
- Miscellaneous expenditures represent approximately two percent of departmental expenditures.



Housing and Community Development

Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Administration	127,318	138,933	133,173	133,976
Division Total	127,318	138,933	133,173	133,976

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	62,184	62,266	62,684	62,267
Fringe Benefits	23,929	26,687	26,489	30,809
Overtime	-	-	-	-
Personnel Subtotal	86,113	88,953	89,173	93,076
Supplies	5,564	7,250	6,250	6,000
Services and Charges	35,641	41,730	37,000	31,900
Miscellaneous	-	1,000	750	3,000
Division Total	127,318	138,933	133,173	133,976

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.90	0.90	0.90	0.90
FTEs without benefits	-	-	-	-
Division Total	0.90	0.90	0.90	0.90

Position Title	Adopted FY11	Adopted FY12
Director of Housing & Comm. Development	0.40	0.40
Administrative Assistant II	0.50	0.50
Division Total FTEs	0.90	0.90

Housing and Community Development

Division – Administration

Division Purpose:

Responsible for the oversight of departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$5,760 less than budget.
- The variance is attributable to lower than anticipated copying and mailing expenses.

FY12 Budget Highlights:

- Division expenditures are \$4,957 lower — a decrease of 3.6 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to reduced copying costs.
- Division FTEs remain unchanged.
- Approximately 70 percent of division expenditures are personnel related.
- Services and charges represent about 24 percent of division expenditures. This category includes copier lease costs, telephone charges, and postage costs.

Management Objectives:

- Prioritize and direct departmental activities to further the goals and objectives of the Strategic Plan.

- Ensure programming and special projects have adequate staffing and budgetary resources.
- Coordinate appropriate staffing of Council appointed statutory task forces, committees and advisory boards.
- Inform the community of programming offered by the Department.

Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Number of Departmental Staff Meetings	10	9	10
Divisional Budgets Monitored	5	5	5
Number of Special Revenue Fund Projects Managed	16	7	7
Number of Statutory Committees, Advisory Board, Commissions Supported	5	5	4

Housing and Community Development

Division Summary – Code Enforcement

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Code Enforcement	403,176	428,239	434,262	448,192
Division Total	403,176	428,239	434,262	448,192

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	152,076	151,570	154,487	154,170
Fringe Benefits	51,394	58,854	62,460	72,912
Overtime	217	500	500	500
Personnel Subtotal	203,687	210,924	217,447	227,582
Supplies	395	500	500	500
Services and Charges	196,045	209,740	209,740	214,750
Miscellaneous	3,049	7,075	6,575	5,360
Division Total	403,176	428,239	434,262	448,192

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
Division Total	3.00	3.00	3.00	3.00

Position Title	Adopted FY11	Adopted FY12
Code Enforcement Supervisor	1.00	1.00
Code Enforcement Inspector	1.00	1.00
Administrative Assistant II	1.00	1.00
Division Total FTEs	3.00	3.00

Housing and Community Development

Division – Code Enforcement

Division Purpose:

Provide for the inspection of residential and commercial properties; implementation of the target area inspection program; licensing of rental housing facilities; and administration of the Landlord Certification Program.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$6,023 higher than budget.
- The variance is attributable to increase in fringe benefit expenses including employee health insurance and the City's required pension contribution.

FY12 Budget Highlights:

- Division expenditures are \$19,953 higher — an increase of 4.7 percent — compared to budgeted expenditures for FY11.
- The budgetary increase is primarily attributable to code enforcement contracts and fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 51 percent of division expenditures are personnel related.
- Services and charges represent 48 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$191,400). Funding in the amount of \$13,500 is included for the continuation of the "clean and lien" program which provides for the implementation of court ordered abatement actions. Additional funding has been budgeted in support of the online rental licensing system and enhancements to the GovQA service request software (\$7,800).

Management Objectives:

- Ensure timely and appropriate inspection and licensing of rental housing properties.
- Provide effective, timely, and proactive enforcement of the Property Maintenance Code and abatement of identified code violations.
- Continue ongoing outreach and educational efforts to inform the community of its responsibilities for appropriately maintaining their property.

Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Rental Housing Licensing Program			
Public Contacts	3,265	3,140	4,500
Rental Licenses - Issued	341	431	390
Rental Licenses - Discontinued	32	43	35
Rental Units Inspected	3,357	2,936	3,100
Landlord Certification Seminars	12	12	12
Landlord Certification Exams Given	22	29	25
Landlord Certificates Issued	130	132	150
Notices of Violation Issued	102	228	165
Municipal Citations Issued	30	10	20
Property Maintenance Code Enforcement			
Public Contacts	2,263	2,763	2,700
Courtesy Notices Issued	390	290	340
Nuisance Complaints Received	168	231	200
Complaint Cases Opened	356	364	360
Complaint Cases Closed	465	364	360
Notices of Violation Issued	347	238	295
Municipal Citations Issued	87	106	95
Handbills and Flyers Removed	397	737	625

Housing and Community Development

Division Summary – Landlord-Tenant

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Landlord-Tenant	136,184	123,908	122,967	123,130
Division Total	136,184	123,908	122,967	123,130

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	98,960	82,063	82,479	82,063
Fringe Benefits	32,969	35,950	36,593	36,977
Overtime	1,360	1,500	1,500	1,000
Personnel Subtotal	133,289	119,513	120,572	120,040
Supplies	-	-	-	-
Services and Charges	1,915	2,050	50	2,000
Miscellaneous	980	2,345	2,345	1,090
Division Total	136,184	123,908	122,967	123,130

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	1.60	1.28	1.28	1.28
FTEs without benefits	-	-	-	-
Division Total	1.60	1.28	1.28	1.28

Position Title	Adopted FY11	Adopted FY12
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.33	0.33
Housing Specialist	0.70	0.70
Division Total FTEs	1.28	1.28

Housing and Community Development

Division – Landlord-Tenant Office

Division Purpose:

Investigates and resolves disputes between landlords and tenants; coordinate processing of complaints filed with the Commission on Landlord-Tenant Affairs; administer the City's rent stabilization program; and undertake a variety of educational and outreach programs targeted to local landlords and tenants.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$941 less than budget.

FY12 Budget Highlights:

- Division expenditures are \$778 lower — a decrease of 0.6 percent — compared to budgeted expenditures for FY11.
- Division FTEs remain unchanged.
- Approximately 97 percent of division expenditures are personnel related.

Management Objectives:

- Mediate landlord and tenant disputes in an unbiased and professional manner.
- Continue ongoing landlord and tenant outreach efforts and educational programming.

Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Landlord Tenant Contacts	2,539	2,642	2,500
Landlord Certification Seminars	12	12	12
Takoma Park Newsletter Articles	11	11	12
Tenant Rights Workshops	2	4	3
Credit Checks Conducted	35	62	65
Emergency Assistance Recipients	3	47	50
Municipal Citations Issued	84	9	15

Housing and Community Development

Division Summary – Commission on Landlord and Tenant Affairs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
COLTA	69,990	85,072	69,999	77,574
Division Total	69,990	85,072	69,999	77,574

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	50,459	40,789	41,532	40,789
Fringe Benefits	16,171	14,183	17,217	18,035
Overtime	-	-	-	1,000
Personnel Subtotal	66,630	54,972	58,749	59,824
Supplies	-	-	-	-
Services and Charges	3,325	26,250	10,000	17,000
Miscellaneous	35	3,850	1,250	750
Division Total	69,990	85,072	69,999	77,574

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.80	0.62	0.62	0.62
FTEs without benefits	-	-	-	-
Division Total	0.80	0.62	0.62	0.62

Position Title	Adopted FY11	Adopted FY12
Affordable Housing Manager	0.15	0.15
Landlord/Tenant Mediation Specialist	0.17	0.17
Housing Specialist	0.30	0.30
Division Total FTEs	0.62	0.62

Housing and Community Development

Division – Commission on Landlord and Tenant Affairs

Division Purpose:

Conduct hearing related to complaints between tenants and landlords and provide general oversight of the City's rent stabilization programming, reviewing petitions to increase rents above the annual rent increase allowance, applications for exemptions from rent stabilization, and annual rent report submissions.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$15,073 less than budget.
- The variance is attributable to lower than anticipated submission of fair return rent increase petitions.

FY12 Budget Highlights:

- Division expenditures are \$7,498 lower — a decrease of 8.8 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to a reduction in anticipated costs associated with the review of fair return petitions by rent analyst.
- Division FTEs remain unchanged.
- Approximately 77 percent of division expenditures are personnel related.
- Services and charges represent 22 percent of division expenditures. This category includes the cost of the City's contract for services for the review of fair return rent increase petitions (\$12,500) and the maintenance fee for the online rents reporting system (\$4,500).

Management Objectives:

- Coordinate and conduct COLTA hearings in accordance with established regulations.
- Conduct workshops on the Fair Return Rent Increase petition process.
- Process rent reports, applications for exemptions from rent stabilization and rent increase petitions in a timely and accurate manner.

Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
COLTA - Business Meetings	1	1	1
COLTA - Cases Filed	22	24	15
COLTA - Cases Mediated	4	9	7
COLTA - Hearings Conducted	14	15	8
Fair Return Petitions - Workshops	3	4	3
Fair Return Petitions - Filed	3	1	5
Fair Return Petitions - Hearings	0	0	1
Rent Stabilization Exemptions Processed	14	18	25
Rent Reports Monitored	273	251	260
Municipal Citations Issued	11	9	15
Takoma Park Newsletter Articles	12	12	12

Housing and Community Development

Division Summary – Community Development

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Community Development	439,528	380,112	365,245	391,964
Division Total	439,528	380,112	365,245	391,964

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	231,443	214,297	203,064	214,297
Fringe Benefits	59,732	66,515	64,161	78,092
Overtime	4,291	5,200	5,200	3,500
Contractual Labor	-	-	-	-
Personnel Subtotal	295,466	288,012	272,425	295,889
Supplies	8,011	15,000	15,000	15,000
Services and Charges	128,934	66,000	65,400	69,600
Miscellaneous	7,117	13,100	12,420	11,475
Division Total	439,528	380,112	365,245	391,964

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.60	2.60	2.60	2.60
FTEs without benefits	0.75	0.38	0.38	0.38

Division Total	3.35	2.98	2.98	2.98
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Position Title	Adopted FY11	Adopted FY12
Director of Housing & Community Development	0.60	0.60
Community Development Coordinator	1.00	1.00
Planner	1.00	1.00
Community Development Specialist	0.38	0.38
Division Total FTEs	2.98	2.98

Housing and Community Development

Division – Community Development

Division Purpose:

Provide technical assistance to local businesses and business associations; coordinate the development review process; monitor and review significant redevelopment projects and cross-jurisdictional planning initiatives; develop and coordinate City-initiated neighborhood revitalization projects; and develop and administer various grant programs, neighborhood initiatives, and cultural programming. Provides staff support to numerous Council-appointed boards and commissions.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$14,867 less than budget.
- The variance is attributable to lower than anticipated staffing costs.

FY12 Budget Highlights:

- Division expenditures are \$11,852 higher — an increase of 3.1 percent — compared to budgeted expenditures for FY11.
- The budgetary variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution, and the inclusion of the gateway sign program.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Services and charges represent 18 percent of division expenditures. Included in this category is the City's operating subsidy to the Old Takoma Business Association (\$30,000), the continuation of various New Hampshire Avenue corridor initiatives (\$15,500), and the gateway sign program (\$10,000).

Management Objectives:

- Provide technical assistance on matters related to economic development, site and building improvements, neighborhood improvements and community development projects.
- Partner with local business associations to preserve and create attractive and viable commercial areas.
- Continue to promote the redevelopment and revitalization of the New Hampshire Avenue corridor.
- Coordinate with area jurisdictions on transportation, economic development and neighborhood revitalization projects.
- Coordinate cultural programming under the auspices of the Arts and Humanities Commission.

Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
NHA Corridor - Businesses Meetings	4	3	4
NHA Corridor - Tours	3	1	2
NHA Corridor - Marketing Events	3	1	1
NHA Corridor - Marketing Projects	12	1	2
NHA Corridor - Façade Improvements	10	0	0
NHA Corridor - Ave. Daily Web Visitors	71	156	250
Neighborhood Commercial Area Projects	1	0	0
Capital Projects (valued in excess of \$15,000)			
- Projects Designed and/or Contracted	7	4	5
- Projects Initiated	7	2	5
- Projects Completed	2	4	5
Development Review	3	2	3
Permit Letters Issued	185	178	190
Staffed Community Meetings or Events	12	11	14
Takoma Park Newsletter Articles	18	15	13
Safe Routes to School Events	15	15	23
We are Takoma Cultural Programs	24	47	50

Housing and Community Development

Division Summary – Affordable Housing

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Affordable Housing	90,843	109,524	108,361	102,853
Division Total	90,843	109,524	108,361	102,853

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	50,414	50,182	50,374	50,182
Fringe Benefits	13,040	14,592	14,237	17,471
Overtime	-	-	-	-
Contractual Labor	-	-	-	-
Personnel Subtotal	63,454	64,774	64,611	67,653
Supplies	-	-	-	-
Services and Charges	24,783	40,300	40,300	30,300
Miscellaneous	2,606	4,450	3,450	4,900
Division Total	90,843	109,524	108,361	102,853

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.60	0.60	0.60	0.60
FTEs without benefits	-	-	-	-
Division Total	0.60	0.60	0.60	0.60

Position Title	Adopted FY11	Adopted FY12
Affordable Housing Manager	0.60	0.60
Division Total FTEs	0.60	0.60

Housing and Community Development

Division – Affordable Housing

Division Purpose:

Increase awareness of affordable homeownership and rental housing programming available to the community. Provide technical and organizational assistance to tenant associations and condominium boards.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$1,163 less than budget.
- The variance is attributable to lower than anticipated training costs.

FY12 Budget Highlights:

- Division expenditures are \$6,671 lower — a decrease of 6.1 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to a reduction in costs associated with the Capacity Building Initiative.
- Division FTEs remain unchanged.
- Approximately 66 percent of division expenditures are personnel related.
- Services and charges represent about 29 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$20,000) and various educational programming (\$7,500).

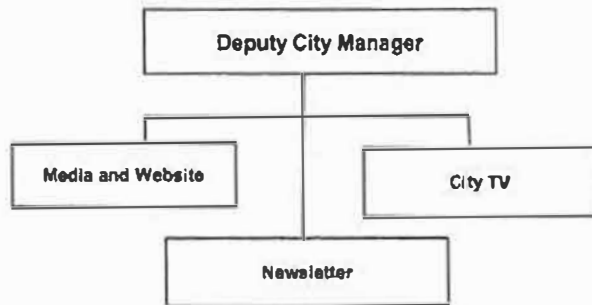
Management Objectives:

- Implement programming goals identified in the City of Takoma Park's Affordable Housing Policy and Action Plan.
- Partner with nonprofit organizations and other public entities to advocate for the development and preservation of affordable rental and homeownership opportunities throughout the community.
- Continue ongoing education programming that promotes homeownership, further financial literacy, and aids residents facing foreclosure.

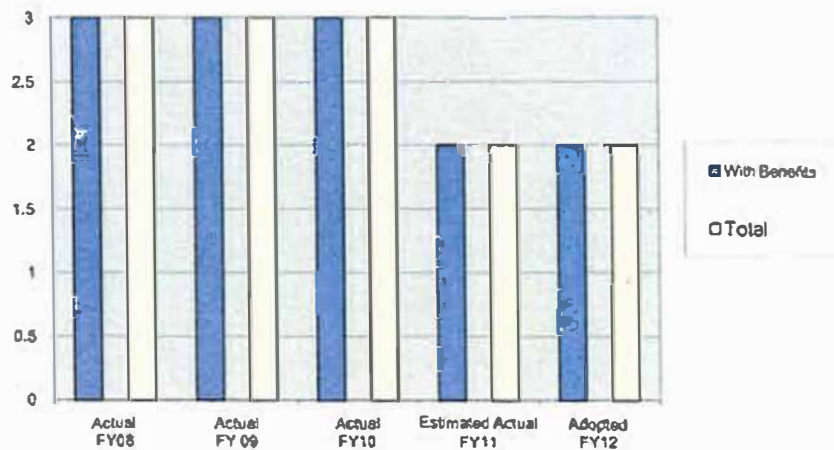
Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Educational Seminars	5	10	13
Housing Fairs	1	1	2
Tenant Capacity Building Initiative Projects	9	9	12
Payment in Lieu of Taxes (PILOT) Agreements Executed	2	2	4
Tenant Opportunity to Purchase Properties Monitored	11	10	10
Takoma Park Newsletter Articles	11	11	11

Communications

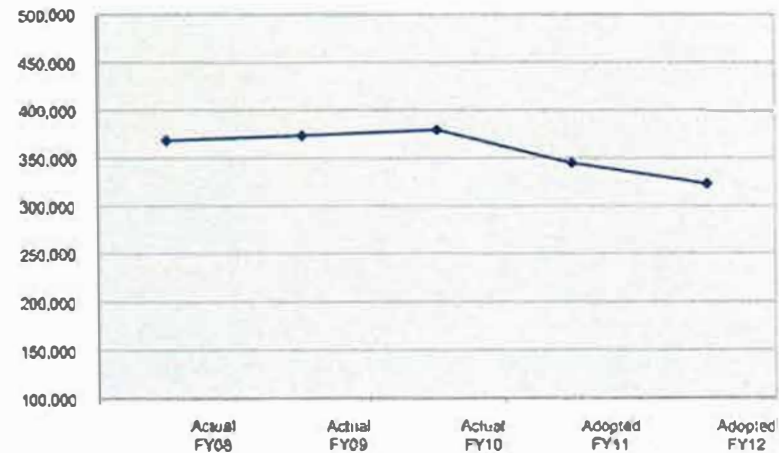


***Staffing Trend (FTEs)**

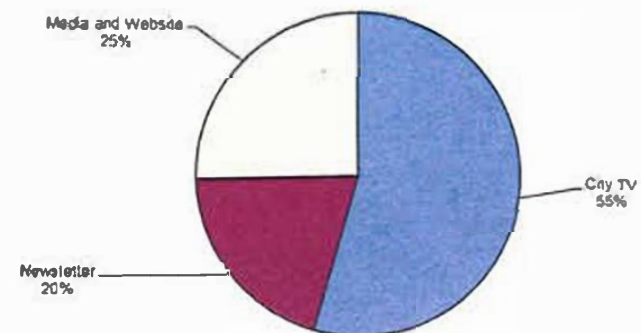


*Staffing trend does not include part-time staff

Expenditure History



BUDGET BY COST CENTER



Communications

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Communications	379,610	345,123	306,856	323,293
Department Total	379,610	345,123	306,856	323,293

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	196,442	163,917	137,678	115,402
Fringe Benefits	54,298	43,606	40,078	42,636
Overtime	323	1,500	500	500
Employee Recognition	-	-	-	105

Personnel Subtotal	251,063	209,023	178,256	158,643
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Supplies	3,116	2,000	1,900	3,000
Services and Charges	117,409	126,600	121,900	155,600
Miscellaneous	8,022	7,500	4,800	6,050

Department Total	379,610	345,123	306,856	323,293
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Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Cable Franchise Fees	146,320	196,000	192,000	194,544
Cable Operating Grant	51,726	70,000	70,000	75,873
Subtotal	198,046	266,000	262,000	270,417

General Fund	181,564	79,123	44,856	52,876
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Department Total	379,610	345,123	306,856	323,293
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Staffing Summary Department (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Communications	3.00	2.00	2.00	2.00
Department Total	3.00	2.00	2.00	2.00

Staffing Summary By Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	3.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
Department Total	3.00	2.00	2.00	2.00

Position Title	Adopted FY11	Adopted FY12
TV Production Manager	1.00	1.00
Media Assistant	1.00	1.00
Department Total FTEs	2.00	2.00

Staffing summaries do not include part-time staff.

Communications

Department Summary

Department Overview:

The Communications Office's mission is to use media and technology to communicate effectively with residents regarding City services and programs. The Communications Office operates Takoma Park City TV (the government access cable channel), maintains the City's website and social media outlets, publishes the City's monthly newsletter, and works to promote the City through positive relations with local media.

The City of Takoma Park is a co-franchisor with Montgomery County for provision of cable television services. As such, the City receives franchise fees and restricted funds for cable equipment. The County administers all cable franchise agreements for the City by contract. Cable television services are available to City residents from Comcast, RCN and Verizon.

City TV broadcasts City Council meetings live on cable television and via the City's website. City TV staff provide technical audio and lighting services for events in the Auditorium. Video from those and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed at any time through the video archive on the City's website. Staff also produces original magazine and talk shows that highlight community activities, issues and organizations.

The City's Media Specialist oversees the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$38,267 less than budget.
- The variance is partially attributable to a staffing vacancy.

FY12 Budget Highlights:

- Departmental expenditures are \$21,830 lower — a decrease of 6.3 percent — compared to budgeted expenditures for FY11.
- Departmental FTEs remain unchanged.

- Approximately 49 percent of departmental expenditures are personnel related.
- Personnel costs are down by \$50,380 compared to budgeted expenditures for FY11. Most City TV staff will work under contract in FY12.
- Services and charges account for about 48 percent of departmental expenditures. Expenditures accounted for in this category include all costs associated with the City's monthly newsletter (\$65,000) and contractual costs for most City TV staff (\$83,000).

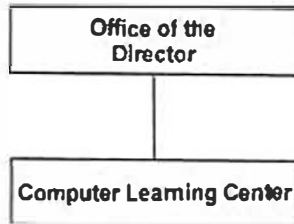
Management Objectives:

- Continue to refine the website and social media applications as tools for timely and effective interaction with the community and residents.
- Continue to recruit and train young people and others to ensure adequate staffing of Auditorium and City TV responsibilities.
- Monitor and respond to possible changes in the regulation of cable television on the local and federal levels.

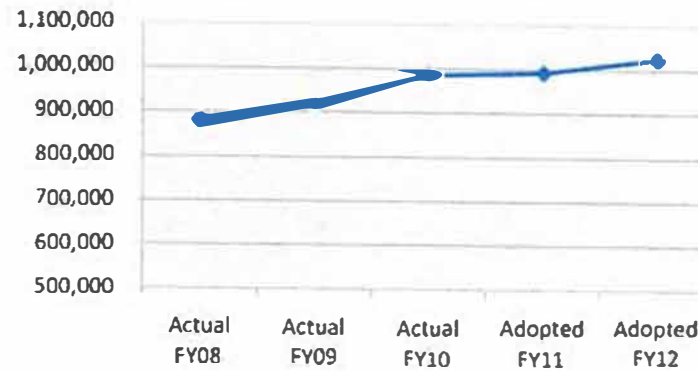
Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
City TV Hours:			
Original programming	90 hrs	120 hrs	130 hrs
Council meetings	117 hrs	135 hrs	125 hrs
Auditorium events (not broadcast on TV)	8	30	35
TOTAL			
Average website visits per month	n/a	29,416	35,000
Average number of website pages viewed per month	n/a	131,163 (4.5 pages per visit)	113,750 (3.25 pages per visit)
Social media account followers (FB, Twitter)	n/a	800	1,000
Average weekly active users of City's Facebook oages	n/a	675	750

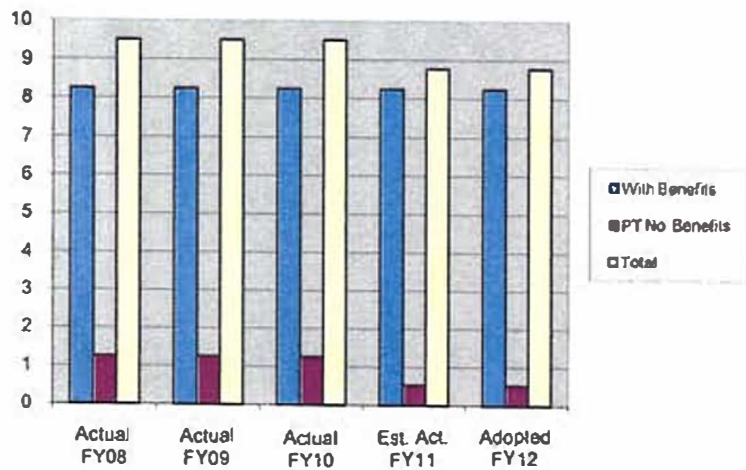
Library



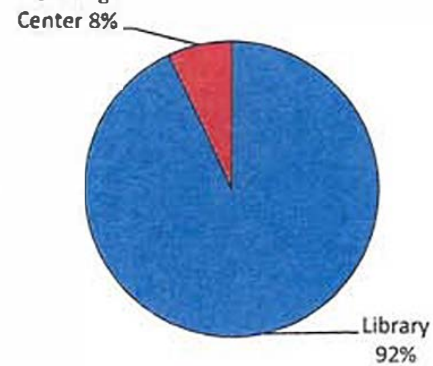
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Library

Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Library	898,304	917,780	909,120	951,633
Computer Learning Center	87,218	74,779	71,276	73,063
Department Total	985,522	992,559	980,396	1,024,696

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	615,150	587,272	592,441	588,497
Fringe Benefits	184,917	218,460	207,264	255,720
Overtime	772	-	286	500
Employee Recognition	-	-	-	300
Personnel Subtotal	800,839	805,732	799,991	845,017
Supplies	139,645	131,324	119,952	120,881
Services and Charges	38,104	44,313	50,013	48,013
Miscellaneous	6,934	11,190	10,440	10,685
Department Total	985,522	992,559	980,396	1,024,696

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Library Aid from County	120,155	100,950	100,950	95,900
Library Fines and Fees	29,579	22,000	30,000	40,880
Subtotal	149,734	122,950	130,950	136,780
General Fund	835,788	869,609	849,446	887,916
Department Total	985,522	992,559	980,396	1,024,696

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Library	8.25	7.88	7.88	7.88
Computer Learning Center	1.25	0.90	0.90	0.90
Department Total FTEs	9.50	8.78	8.78	8.78

Library

Department Summary

Department Overview:

The Takoma Park Library's mission is to respond to the literary, educational, and informational needs of a diverse community. It does so by providing and promoting up-to-date resources, collections, and referrals that match community interests, promote literacy and learning, nurture a love of books and stories, and present a broad range of views within an inviting and safe environment. The Library also operates the City's Computer Learning Center.

These functions are accounted for in two divisions. They are Library and Computer Learning Center.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$12,163 lower than budget.
- The variance is attributable to lower than anticipated costs for supplies.

FY12 Budget Highlights:

- Departmental expenditures are \$32,137 higher — an increase of 3.2 percent — compared to budgeted expenditures for FY11.
- The increase is primarily attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 82 percent of departmental expenditures are personnel related.

- Personnel costs are up by \$39,285 compared to budgeted expenditures for FY11.
- Approximately 12 percent of departmental expenditures are supplies. This category includes the cost of books, periodicals, reference materials, media, and computer and office supplies, including all materials needed for processing and circulation.
- Services and charges represent about five percent of departmental expenditures and include contracts and support for circulation and cataloging records and functions.



Library

Division Summary – Library

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Library	898,304	917,780	909,120	951,633
Division Total	898,304	917,780	909,120	951,633

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	561,073	547,782	553,666	549,007
Fringe Benefits	174,578	204,771	197,691	240,047
Overtime	772	-	286	500
Employee Recognition	-	-	-	300
Personnel Subtotal	736,423	752,553	751,643	789,854
Supplies	127,694	113,724	110,724	115,281
Services and Charges	27,665	41,313	36,813	38,813
Miscellaneous	6,522	10,190	9,940	9,885
Division Total	898,304	917,780	909,120	951,633

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	7.50	7.50	7.50	7.50
FTEs without benefits	0.75	0.75	0.38	0.38
Division Total	8.25	7.88	7.88	7.88

Position Title	Adopted FY11	Adopted FY12
Library Director	1.00	1.00
Library Manager	3.00	3.00
Library Assistant	3.50	3.50
Library Shelver	0.38	0.38
Division Total FTEs	7.88	7.88

Library

Division – Library

Division Purpose:

Provides circulation and reference services. Resources include Internet access, on-line reference tools, research databases, books, magazines, and audio books and music on CD. Sponsors more than 300 programs each year for children of all ages and adults, including programs in Spanish and French.

Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$8,660 less than budget.
- The variance is primarily attributable to lower than anticipated costs for services and charges, and supplies.

FY12 Budget Highlights:

- Division expenditures are \$33,853 higher — an increase of 3.7 percent — compared to budgeted expenditures for FY11.
- Most of the budgetary increase is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 83 percent of division expenditures are personnel related.
- Other major division expenditures include supplies, consisting of all purchased books, periodicals, reference materials, media, computer-related items, and office materials, including all materials needed for processing and circulation. Together, these areas account for \$115,281, or about 12 percent, of division expenditures.

Management Objectives:

- Serve non-native speakers of English by offering weekly programs in Spanish and twice monthly programs in French for babies, toddlers, pre-schoolers, and their families.
- Assist adults in their acquisition of career-building, job search, and job-related skills through instructional programs on resume writing.
- Continue both the Junior Banned Books Club for children grades 3 through 5 and the Banned Books Club for middle and high school students.
- Meet patron demand for graphic novels for elementary age children to reinforce their reading skills.
- Explore and pursue the best ways to offer online access to audio and e-books to Library patrons of all ages and to instruct people in their use.
- Experiment with a mobile interface for basic Library information.
- Offer a new family book club, built on discussion and comparison of prospective Caldecott (picture book) award winners.
- Explore the provision of workshops on basic English language skills for adults learning English as a second language.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Circulation of materials	105,344	116,050	115,000
Circulation per capita	6.08	6.71	6.58
In-library use of materials	62,272	59,372	58,000
Use per capita	3.60	3.43	3.32
Program attendance	14,963	13,899	13,000

Library

Division Summary – Computer Learning Center

<u>Division Expenditures</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Computer Learning Center	87,218	74,779	71,276	73,063
Division Total	87,218	74,779	71,276	73,063

<u>Division Expenditures by Type</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
Wages	54,077	39,490	38,775	39,490
Fringe Benefits	10,339	13,689	9,573	15,673
Temporary Assistance	-	-	-	-
Personnel Subtotal	64,416	53,179	48,348	55,163
Supplies	11,951	17,600	9,228	5,700
Services and Charges	10,439	3,000	13,200	11,200
Miscellaneous	412	1,000	500	1,000
Division Total	87,218	74,779	71,276	73,063

<u>Staffing Summary by Position Type (FTEs)</u>	<u>Actual FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Adopted FY12</u>
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.50	0.15	0.15	0.15
Division Total	1.25	0.90	0.90	0.90

<u>Position Title</u>	<u>Adopted FY11</u>	<u>Adopted FY12</u>
Library Instructor	0.90	0.90
Division Total FTEs	0.90	0.90

Library

Division – Computer Learning Center

Division Purpose:

Manages and operates two computer rooms, with 20 public access workstations which are available six days a week. Offers internet, word processing, spreadsheets, and more to users of all ages. Maintains four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Adopted to Estimated Actual FY11

- Division expenditures are expected to be \$3,503 less than budget.
- The variance is primarily attributable to lower than anticipated costs for personnel costs and supplies.

FY12 Budget Highlights:

- Division expenditures are \$1,716 lower — a decrease of 2.3 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to a decreased need for some supplies.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Other major division expenditures include computer-related supplies and service charges for the copier.

Management Objectives:

- Create a self-directed "Internet Driver's License" program for children with specific tasks, quizzes, and certificates for those that complete the course.
- Explore options for offering photo-editing training in Computer Room A for adults and children, possibly in conjunction with the Recreation Department.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of Internet sessions (log-ons)	31,618	18,588	18,000
Hours Used	22,602	16,036	16,000

Note: In FY11, Computer Center operating hours were reduced from 50 to 36 hours per week.

Non-Departmental

Non-Departmental Summary

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
General Fund	2,421,020	941,817	962,981	946,021
Total	2,421,020	941,817	924,981	946,021

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Employee Recognition	9,349	16,000	16,000	15,000
Other Fringe Benefits	26,903	55,000	55,000	132,700
State Retirement Plan Deficit Repayment	1,623,360	-	-	-
Worker's Compensation Insurance	334,730	482,000	482,000	319,000
Personnel Subtotal	1,994,342	553,000	553,000	468,700
Supplies	4,166	5,000	-	1,000
Services and Charges	163,802	119,694	115,223	121,000
Miscellaneous	258,710	264,123	256,758	357,321
Department Total	2,421,020	941,817	924,981	946,021

Supplemental Information:

Measurement	Actual FY10	Estimated FY11	Adopted FY12
Number of auto liability insurance claims	14	10	10
Number of general liability insurance claims	12	1	2
Number of police liability insurance claims	1	1	1
Number of public official insurance claims	0	1	1
Number of property insurance claims	0	4	3
Number of worker's compensation insurance claims	32	20	15
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	157	160	160

Non-Departmental

Department Summary

Department Overview:

This budgetary unit provides for the cost of government services that are not directly attributable to a specific City department. These items include liability and property insurance coverage, employee training, and support of City boards and commissions. Other non-departmental expenditures include contingency monies set aside as required by the City Charter.

Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$16,836 lower than budget.
- The variance is attributable to lower than anticipated insurance and training costs.

FY12 Budget Highlights:

- Departmental expenditures are \$4,204 higher — an increase of less than one percent — compared to budgeted expenditures for FY11. The variance is due to increases in other fringe benefit costs.
- Approximately 49 percent of departmental expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.
- Services and charges account for about 13 percent of departmental expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$101,000).

- Approximately 38 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$160,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$98,321) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes \$20,000 for employee training. Other expenditures included in the miscellaneous category are the City's tuition reimbursement program (\$15,000), financial support for the Independence Day Committee (\$12,500) and the Crossroads Farmer's Market (\$15,000), and other community grants (\$14,500). Funding in the amount of \$15,000 is allocated for emergency assistance services provided through the City's contractual arrangement with Ministries United Silver Spring Takoma Park.

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

EQUIPMENT		FY12	FY13	FY14	FY15	FY16
Police - Vehicles						
Patrol Cars	ERR	\$ 170,615	\$ 164,380	\$ 213,442	\$ 263,814	\$ 271,599
Parking Enforcement Vehicle	ERR			\$ 20,300		
Police - Equipment						
Field Radio Equipment	SCF	\$ 49,000	\$ 49,000	\$ 407,000		
Mobile Computers	SCF	\$ 16,800	\$ 17,300	\$ 17,823	\$ 18,358	\$ 18,912
Communication Office Radio Consoles	ERR		\$ 32,000			
Voice Recorder System	ERR		\$ 24,345			
Public Works - Vehicle						
Pickup Trucks (#213 & #172)	ERR		\$ 35,000	\$ 24,800		
City Engineer Car	ERR		\$ 20,000			
Building Maintenance Car	ERR		\$ 23,000			
Building Maintenance Van	ERR					\$ 21,000
Public Works - Equipment						
Leaf Grinder	ERR	\$ 182,500				
Leaf Collection Vacuums	ERR	\$ 17,000				\$ 19,500
Chipper	ERR	\$ 36,000				
Asphalt Paver & Miller	GF	\$ 106,000				
Crackfilling Machine	ERR		\$ 38,900			
Vehicle Lift 2	ERR		\$ 10,000			
Transmission Fluid Exchanger	ERR		\$ 8,100			
Oil Containment Center	ERR				\$ 9,000	
Vehicle Exhaust System	ERR				\$ 35,500	
Tractor	ERR				\$ 30,000	
Leaf Box (1 of 6)	ERR				\$ 5,000	
Steam Cleaner	ERR					\$ 8,500
Genisys Master Diagnostic	ERR					\$ 6,050
Departmental - Vehicles						
Minivan	ERR		\$ 32,000			
Administrative Pool vehicle	ERR			\$ 28,000		

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

Information Technology		FY12	FY13	FY14	FY15	FY16
Servers - replace 6	ERR	\$ 55,000				
Closed Circuit TV	ERR	\$ 12,000				\$ 14,000
Library Useful Software - 3 year replacement	ERR	\$ 32,893			\$ 36,000	
Fiber Connectivity	SRF	\$ 150,000				
House Phone System Replacement	ERR			\$ 120,000		
Document Imaging Management System	GF			\$ 40,000		\$ 26,000
Millennium Door Security Hardware/Software	ERR	\$ 25,000				\$ 30,000
SUBTOTAL - EQUIPMENT		\$ 852,808	\$ 454,025	\$ 871,365	\$ 397,672	\$ 415,561

STREETS AND SIDEWALKS		FY12	FY13	FY14	FY15	FY16
Street Light Upgrade	SCF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 405,193	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Holton Lane Gateways	SRF				\$ 90,000	
Holton Lane Gateways	GF		\$ 30,000		\$ 30,000	
Neighborhood Commercial Center Improvements	GF			\$ 150,000		
Flower Avenue Green Street Project	GF	\$ 163,000	\$ 546,000			\$ 200,000
ADA Sidewalk Retrofit Project	SCF	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
New Sidewalk Design and Construction	SCF	\$ 575,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Ritchie Avenue Traffic Calming	SCF	\$ 130,000				
Other Traffic Calming Work	SCF	\$ 30,000				
Piney Branch Site Improvements	SRF	\$ 50,000				
Safe Routes to School	SRF	\$ 135,500				
Ethan Allen Gateway Streetscape	SCF	\$ 80,000	\$ 210,000			
Ethan Allen Gateway Streetscape	SRF		\$ 345,000			
SUBTOTAL -STREETS		\$ 1,888,693	\$ 2,451,000	\$ 1,470,000	\$ 1,440,000	\$ 1,520,000

PARKS		FY12	FY13	FY14	FY15	FY16
Ziegler Ballfield Renovation	SRF	\$ 60,000				
Ziegler Ballfield Renovation	GF Transfer SRF	\$ 20,000				
SUBTOTAL - PARKS		\$ 80,000	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

FACILITIES		FY12	FY13	FY14	FY15	FY16
Public Works						
Facility Renovation	GF	\$ 264,440				
Roof Replacements	ERR	\$ 80,000				
Community Center						
EECDBG- Energy Efficiency Grant - Project	SRF	\$ 93,000				
EECDBG- Energy Efficiency Grant - Project	GF Transfer SRF	\$ 27,000				
Library						
Air Handler #1	ERR	\$ 45,150				
New Carpet - Public areas	ERR		\$ 40,000			
A/C System	ERR					\$ 20,000
SUBTOTAL-FACILITIES		\$ 509,590	\$ 40,000	\$ -	\$ -	\$ 20,000

STORMWATER MANAGEMENT		FY12	FY13	FY14	FY15	FY16
Prince Georges/Circle Ave Bio-retention	SW	\$ 25,000				
Wabash Avenue Filtration and Stabilization Project	SW	\$ 25,000				
Poplar Mill/ Sligo Mill Debris Removal	SW	\$ 50,000				
Ritchie Avenue Bioretention Circle	SW	\$ 111,000				
Grant Avenue bio-retention	SW		\$ 25,000			
Allegheny Avenue and Second Avenue line relocation	SW		\$ 45,000			
Sligo Mill/Poplar Mill restoration	SW		\$ 30,000			
Maplewood and Maple Avenue	SW			\$ 25,000		
Baltimore Avenue Culvert	SW			\$ 30,000		
Sligo Mill Poplar Mill	SW			\$ 45,000		
Larch Avenue and Devonshire Bio-Retention	SW				\$ 25,000	
Pipe Realignment	SW				\$ 45,000	
Sligo Mill/ Poplar Mill restoration	SW				\$ 30,000	
Eastern Avenue and Tulip Avenue	SW					\$ 30,000
Hayward Avenue and Larch Avenue	SW					\$ 40,000
Larch Avenue and Glazewood Avenue	SW					\$ 30,000
Garland Avenue Project	SW	\$ 67,000				
SUBTOTAL - STORMWATER MANAGEMENT		\$ 278,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

		FY12	FY13	FY14	FY15	FY16
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 656,158	\$ 427,725	\$ 406,542	\$ 379,314	\$ 390,649
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 938,633	\$ 1,076,000	\$ 690,000	\$ 530,000	\$ 726,000
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF	\$ 47,000	\$ -	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 1,200,800	\$ 1,096,300	\$ 1,244,823	\$ 838,358	\$ 838,912
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 488,500	\$ 345,000	\$ -	\$ 90,000	\$ -
CIP Total Stormwater Fund	SW	\$ 278,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
CIP GRAND TOTAL		\$ 3,609,091	\$ 3,045,025	\$ 2,441,365	\$ 1,937,672	\$ 2,055,561

Legend

GF – General Fund

ERR – Equipment Replacement Reserve

SRF – Special Revenue Fund

SCF – Speed Camera Fund

SW – Stormwater Fund

Debt Service

This budgetary unit provides for the payment of principal and interest payments on the City's outstanding debt obligations. These obligations were incurred as a result of long or short-term borrowing or lease financing. Further information about the City's outstanding obligations is provided below.

Notes and Bonds

On April 16, 2002, the City participated in a bond issuance with the Maryland Department of Housing and Community Development in the amount of \$2,048,700 to be used for the construction of a community center. The principal and interest payments (based on variable interest rates) are to be repaid in variable amounts increasing each year until bonds are paid.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 96,500	\$ 60,360	\$ 156,860
2013	99,300	56,500	155,800
2014	104,500	52,379	156,879
2015	109,700	47,938	157,638
2016	113,200	43,865	157,065
2017 – 2022	<u>808,600</u>	<u>139,276</u>	<u>947,876</u>
Total	<u>\$ 1,331,800</u>	<u>\$ 400,318</u>	<u>\$ 1,732,118</u>

In addition to the Fiscal Year 2012 principal and interest payments, the Fiscal Year 2012 budget includes \$1,240,500 for the anticipated payoff of the above bond in June 2012.

On July 15, 2004 the City issued bonds in the amount of \$2,005,000 to be used for street improvement construction projects. The principal is to be repaid with semi-annual payments of \$154,231 at a 3.34% interest rate.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 154,231	\$ 2,576	\$ 156,807
Total	<u>\$ 154,231</u>	<u>\$ 2,576</u>	<u>\$ 156,807</u>

On May 26, 2005, the City issued bonds in the amount of \$2,600,000 to be used for the community center construction project. The principal and interest payments (based on variable interest rates) are to be repaid in variable amounts, increasing each year until the bonds are paid.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 110,500	\$ 85,696	\$ 196,196
2013	114,500	81,055	195,555
2014	118,500	76,246	194,746
2015	123,000	71,269	194,269
2016	127,500	67,216	194,716
2017 – 2025	<u>1,411,000</u>	<u>322,882</u>	<u>1,733,882</u>
Total	<u>\$ 2,005,000</u>	<u>\$ 704,364</u>	<u>\$ 2,709,364</u>

Debt Service

On April 21, 2010, the City issued bonds in the amount of \$1,400,000. The bond proceeds were used to liquidate the deficit arising from the unfunded portion of the State Retirement and Pension System which covers prior and current employees. The principal is to be repaid with quarterly payments of \$41,813 at an interest rate of 3.59%. The final payment is due April 21, 2020.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 122,890	\$ 44,361	\$ 167,251
2013	127,361	39,890	167,251
2014	131,996	35,255	167,251
2015	136,799	30,452	167,251
2016	141,776	25,475	167,251
2017-2020	<u>620,603</u>	<u>48,401</u>	<u>669,004</u>
Total	<u>\$ 1,281,425</u>	<u>\$ 223,834</u>	<u>\$ 1,505,259</u>

In June 2004, the City entered into a Community Legacy Program Loan Agreement with the Maryland Department of Housing and Community for an unsecured loan of up to \$300,000 for the construction of a multi-level public parking structure in the Old Town business district. This Agreement was amended in June 2008, and funds were reallocated for other parking related improvements. The City received loan proceeds in the amount of \$150,000 in Fiscal Year 2010. The interest rate is zero percent, and the entire principal of \$150,000 is deferred until June 2022.

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds will be used for the design and renovation of the Public Works Facility. The principal and interest payments are to be

repaid semi-annually each year based upon an interest rate of 2.97% until the bonds are paid. Annual payments of approximately \$175,000 began December 15, 2010. The final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 135,000	\$ 40,838	\$ 175,838
2013	140,000	36,828	176,828
2014	145,000	32,670	177,670
2015	150,000	28,363	178,363
2016	155,000	23,909	178,909
2017-2020	<u>650,000</u>	<u>49,005</u>	<u>699,005</u>
Total	<u>\$1,375,000</u>	<u>\$ 211,613</u>	<u>\$ 1,586,613</u>

Capital Lease

The City entered into a capital lease agreement for the purchase of equipment. The equipment underlying this agreement is police vehicles with an original cost of \$220,029. The minimum lease payments as of June 30, 2011 are as follows:

<u>Fiscal Year</u>	<u>Police Equipment</u>
2012	\$ <u>49,322</u>
Total payments	49,322
Interest portion	<u>(2,814)</u>
Present value of lease payments	<u>\$ 46,508</u>

Stormwater Management Fund

Fund Summary

Fund Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Stormwater Management	493,608	568,978	568,978	565,461
Fund Total	493,608	568,978	568,978	565,461

Fund Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	60,280	59,758	60,013	59,758
Fringe Benefits	16,233	18,126	16,787	20,703
Personnel Subtotal	76,513	77,884	76,800	80,461
Supplies	1,199	103,000	103,793	133,000
Services and Charges	124,339	75,094	75,385	74,000
Capital Outlay	291,557	313,000	313,000	278,000
Fund Total	493,608	568,978	568,978	565,461

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	-	-	-	-
Fund Total	0.75	0.75	0.75	0.75

Position Title	Adopted FY10	Adopted FY12
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
Fund Total FTEs	0.75	0.75

Stormwater Management Fund

Fund Overview:

The City is responsible for providing stormwater management services, including the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. These services, which are directed by the Public Works Department, also include ensuring compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY12, this rate is \$48.

Adopted to Estimated Actual FY11:

- Expenditures are expected to be the same as budgeted.

FY12 Budget Highlights:

- Fund expenditures are \$3,517 lower — a decrease of less than one percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to lower costs for the planned capital projects.
- Fund FTEs remain unchanged.
- Approximately 14 percent of fund expenditures are personnel related.
- Supplies represent about 24 percent of fund expenditures.
- Services and charges represent about 13 percent of fund expenditures.
- Capital expenditures total \$278,000, or about 49 percent, of fund expenditures.

Management Objectives:

- Provide TV inspection and cleaning of one-third of the stormwater system on an annual basis.
- Maintain list of known system problems. Schedule repair of system defects as funding becomes available.
- Plan and implement additions to the stormwater system to enhance bio-retention and infiltration of stormwater to maximize improvements to water quality, as well as manage water quantity.
- Develop programs to meet the NPDES requirements, including water quality testing of 100 percent of outfalls with dry weather flow on an annual basis.

Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of stormwater permits issued	4	6	6
Number of stormwater concept plans reviewed	4	7	7
Number of waivers granted	-	-	-
Linear feet of line inspected and cleaned	12,580	18,000	20,000
Number of inlets cleaned	70	40	50
Number of emergency cleaning calls	3	4	4
Number of repaired inlets	4	9	6
Number of pavement or grade corrections for drainage	8	7	6
Linear feet of pipe replaced	50	175	80
Number of new inlets constructed	3	6	3
Linear feet of new pipe	-	300	400
Square feet of infiltration trenches constructed	2,435	1,700	1,200

Special Revenue Funds

Project Descriptions

General Government

Cable Equipment Grants \$245,000

Capital equipment grant funds are based on the City's franchise agreements with Comcast, RCN (formerly Starpower), and Verizon. The Comcast grant provides a fixed amount on an annual basis over the life of the 15-year franchise agreement. The RCN and Verizon grants are based on a percentage of revenues. The monies are earmarked for capital expenditures to support the City's access channel. In FY 2012, funds will be expended on the continued digital upgrades, and fiber connectivity.

Bank Charges for Special Revenue Funds \$500

Operating transfer from General Fund to pay for bank charges for maintenance of Special Revenue Funds account.

Post Election Audit Grant \$25,000

The U.S. Elections Assistance Commission has awarded the City a grant to allow it to document the procedures, practices, and policies when using post-election End-to-End (E2E) verifiable voting technologies and to measure the impact of E2E voting on voters and election officials. The funding will be used for consultant services, a small portion of the City Clerk's salary for work on the project, compensation for certain election observers, data collection related expenses, and miscellaneous supplies (FY 2012/2013).

Housing and Community Development

Crossroads Farmer's Market \$31,500

Bi-lingual marketing and educational initiative designed to improve access to fresh and locally grown foods, increase awareness of the nutritional benefits of fresh food and to promote use of WIC and food stamps for fresh food. Funding provided by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY36-37).

Manna Food Center Food Distribution \$5,000

Programming provides for the weekly distribution of food to low and moderate income households and to elementary school students. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY35 and PY36).

Community Legacy Grant (2011) – Historic Takoma, Inc. \$62,500

Project provides for the renovation of Historic Takoma, Inc.'s Takoma Junction headquarters. Funds were awarded by the Maryland Department of Housing and Community Development through its Community Legacy Program (FY 2011).

Community Legacy Grant (2011) – Main Street Façade Grants \$41,500

Provision of façade grants for commercial buildings located within the Main Street Takoma area. Funds were awarded by the Maryland Department of Housing and Community Development, through its Community Legacy Program (FY 2011).

Commercial Façade Easement Program \$60,000

Purchase of easements from qualified commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements in CDBG eligible census tracts. Funding is provided by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, and administered by the Montgomery County Department of Housing and Community Affairs. (PY37)

Safe Routes to School \$117,310

Implementation of a variety of initiatives designed to increase the number of school age children who walk to and from school. Programming includes consultant services, pedestrian counts, bicycle and pedestrian workshops and other educational programming. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program (Program Year B, C and D).

Special Revenue Funds

Project Descriptions

Public Works

Community Legacy Grant (2010) – Piney Branch \$50,000

Grant funds awarded in support of the renovation of a commercial building located in Long Branch gateway to the City at the corner of Flower Avenue and Piney Branch Road. Eligible expenditures include façade improvements, green expenditures and pedestrian facilities improvements. Funding provided by the Maryland Department of Housing and Community Development through its Community Legacy Program (FY 2010).

Safe Routes to School \$135,500

Program includes funding for the design and construction of sidewalks identified in the Missing Sidewalk Study. Funding awarded by the Maryland Highway Safety Program's Safe Routes to School Program.(Program Year D)

Energy Efficiency Grant Project \$120,000

The City has been awarded a grant in the amount of \$93,000 from the Maryland Energy Administration. The grant funding, supplemented by City funds of \$27,000 for design services, will be used to make energy efficient improvements to the Takoma Park Community Center. This project will entail the replacement of the existing Community Center chiller system with a high efficiency chiller and two air handling units. Programmable thermostats will be added for five existing roof top heat pump units.

Recreation

Recreation Department Scholarships \$6,000

Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) Program for need-based scholarships for before and/or after school care. Program administered by the Montgomery County Department of Housing and Community Affairs (PY35).

Ziegler Park \$80,000

Restoration of the field area of Ziegler Park. Partial funding (\$60,000) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. City matching funds of \$20,000.

Police

Homeland Security Grant – FFY 2009 SHSGP \$11,343

This FFY 2009 State Homeland Security Grant Program (SHSGP) funding from the Federal Department of Homeland Security (DHS), is allocated to the State of Maryland, then sub-granted to Montgomery County and shared with the City by Memorandum of Understanding. Projects earmarked by the Police Department for these funds include a mobile fingerprint identification system used to identify known offenders in a field setting, and a wireless video surveillance camera system useful in addressing chronic problems in locations in which tactical surveillance is not a viable option. This grant was in the FY 2011 budget, but the funds were not expended in that year. Some of the equipment was loaned to the City by Montgomery County, pending technology development that will allow us to purchase upgraded models in the coming year.

Homeland Security Grant – FFY 2010 SHSGP \$7,540

FFY 2010 State Homeland Security Grant Program (SHSGP) funding from DHS, is distributed via the State and Montgomery County. The Police Department has indicated its intent to spend the funds on ballistic rifle plates providing a limited level of protection in certain tactical situations against rifled weapons. The funds will go towards the purchase of five sets of body armor.

Byrne Justice Assistance Grant FFY 2009 Award \$12,782

The amount of \$12,782 is the FFY 2009 award funds that were not expended in FY 2011. Remaining funds in this award will be used to cover the costs of the salary and fringe benefits for a half-time research and planning position in the Police Department. The employee coordinates policy development and implementation.

Special Revenue Funds

Project Descriptions

Byrne Justice Assistance Grant FFY 2010 Award

\$14,132

Funds will be used in FY 2012 to pay the costs of the salary and fringe benefits for a half-time research and planning position in the Police Department. This employee coordinates policy development and implementation.

Gang Initiative – Montgomery County

\$24,434

The City entered into an agreement with Montgomery County to assign one officer to this program in FY 2011, for a period of one year. Funding was provided via an earmark to the University of Maryland Public Safety Training and Technical Assistance Program. The funding covers the position starting October 1, 2010 and extends through the first quarter of FY 2012.

Speed Camera Fund

Fund Summary

Fund Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Speed Camera Fund	1,316,227	2,022,166	1,828,455	2,280,353
Fund Total	1,316,227	2,022,166	1,828,455	2,280,383

Fund Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	68,593	180,190	175,838	231,686
Fringe Benefits	9,028	92,676	89,661	123,767
Overtime	23,221	30,000	14,000	20,000
Clothing Allowance	-	-	-	3,000
Personnel Subtotal	100,842	302,866	279,499	378,453
Supplies	62	100	-	100
Services and Charges	806,811	626,000	625,756	626,000
Miscellaneous	91,384	93,200	93,200	140,800
Capital Outlay	317,128	1,000,000	830,000	1,135,000
Fund Total	1,316,227	2,022,166	1,828,455	2,280,353

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
FTEs with benefits	2.75	3.00	3.00	3.75
FTEs without benefits	-	-	-	-
Fund Total	2.75	3.00	3.00	3.75

Position Title	Adopted FY11	Adopted FY12
Police Officer	1.00	1.75
Traffic Officer	1.00	1.00
Photo Enforcement Analyst	1.00	1.00
Fund Total FTEs	3.00	3.75

Speed Camera Fund

Fund Overview:

The Speed Camera Fund was established in Fiscal Year 2009 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's speed camera program went into effect on April 1, 2009.

Adopted to Estimated Actual FY11:

- Fund expenditures are expected to be \$193,711 lower than projected.
- This variance is attributable to less than anticipated overtime costs and capital outlay expenditures.

FY12 Budget Highlights:

- Fund expenditures are \$258,187 higher — an increase of 12.8 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to an increase in the number of capital projects and the purchase of additional police equipment. Personnel costs also increase due to the addition of another employee in the second quarter of FY12.
- FTEs increase 0.75.
- Personnel costs represent 17 percent of fund expenditures. In addition to the salary and benefit costs associated with the assigned staff members, funding is allocated for overtime associated with special traffic enforcement details by the Police Department.
- Services and charges represent about 27 percent of fund expenditures. This category includes the cost for the City's contract with ACS State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.

- Miscellaneous costs represent about six percent of fund expenditures. This category includes the cost for the acquisition of police equipment items such as mobile computers, field radios, and in-car video cameras.
- Capital Outlay expenditures are budgeted at \$1,135,000 and represent 50 percent of fund expenditures. The majority of the funding is earmarked for the design and installation of new sidewalks (\$575,000), sidewalk retrofit work for compliance with the Americans with Disabilities Act (\$300,000), and traffic calming projects (\$160,000).



General Fund Revenues

Supplemental Information

Real Property Tax

All real property within the corporate limits of Takoma Park is subject to real property tax. The State Department of Assessments and Taxation (SDAT) reassesses real property every three years, and tax bills are based on those assessments. Increases in assessed value are phased in over a three-year period; increases are capped at ten percent per year, even if that takes more than three years.

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The tax rate for FY12 is \$0.58 per \$100 of assessed valuation. It is 3.2 percent higher than the CYT rate of \$0.5623 and will generate approximately \$345,143 in additional property tax revenues.

Personal Property Tax

The City of Takoma Park's personal property tax rate for FY12 is \$1.45 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses.

Railroad and Public Utilities

Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO.

Highway User Revenue

Highway user revenue is the City's share of gasoline tax, vehicle titling tax, and vehicle registration fees collected by the State.

Income Tax

Maryland counties have the option of imposing a State-collected local surtax that is applied to Maryland State taxable income. Montgomery

County's income tax rate is currently 3.2 percent. In accordance with Maryland law, municipalities within the County receive 17 percent of County income tax collected within the municipality.

Police Protection Grant

Maryland law provides for grants to political subdivisions throughout the State for police protection. Monies received from the State are based upon annual reports of the City's police expenditures.

County Police Rebate

Montgomery County provides financial support for police services in accordance with the County Code enacted in 1949. Payment to the City is based on a formula, which uses \$0.048 per \$100 of assessable based tax rate with "full value assessment" levied on real property.

Tax Duplication (or in Lieu of) Payments

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County. Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards. Because of concerns expressed by municipalities about the fairness of the current methodology, the County Executive appointed a task force to review the current process. The task force is comprised of representatives of both the County and the municipalities. Pending completion of the task force's work, tax duplication payments were held constant until fiscal year 2010. For fiscal year 2012 and 2011, the County reduced the payment amounts by 15 percent.

Library Aid

Montgomery County provides a payment to the City to support the operation of the Takoma Park Library. The payment, which began prior to the unification of Takoma Park into one county, is a function of the County's Library expenditures and the City's assessable base. It is not a tax duplication payment.

Community Profile

The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. It currently has a population of 16,715 (2010 U.S. Census).

City residents benefit from the excellent Montgomery County public school system. The Takoma Park-Silver Spring campus of Montgomery College and the four-year Washington Adventist University are located in Takoma Park.

Takoma Park has a large historic district, two major commercial districts, many parks, and attractive, walkable neighborhoods. The City is located along the Red Line of the region's Metrorail system and is well served by bus systems and bicycle trails. Offices, attractions, and entertainment are close by in adjacent Washington, D.C. and Silver Spring, Maryland. Baltimore and Annapolis are a short distance away via I-495 and I-95.

Because of its location and attractive environment, Takoma Park is a highly desirable place to live. Its economic health rests heavily on the value of its residential property. According to the American Community Survey (ACS) 2005-2009, the median value of an owner-occupied housing unit was \$493,900. Owner-occupied housing units comprise 56.5% of all housing units; renter-occupied units comprise 43.5%.

The City of Takoma Park operates under a Council-Manager form of government. Policymaking and legislative authority are vested in a governing body consisting of seven members (Mayor and six Councilmembers). The City Council is elected on a non-partisan basis. All seven members serve two-year terms. The City Council's responsibilities include appointing the City Manager and City Attorney, adopting the City's annual budget, passing ordinances and resolutions, appointing members to City boards and commissions, and representing the City at official functions. The City Manager is responsible for implementing the policies of the City Council, overseeing the day-to-day operation of the City, and appointing the directors of the various City departments.

The following statistics provide comparative information about the City of Takoma Park.

	1990 Census	2000 Census	2010 Data
Total population	16,700	17,299	16,715
Population under 5 years	1,320	1,237	1,254
Population 18 years and over	13,179	13,224	12,966
Population 65 years and over	1,773	1,529	1,668
Total households	6,822	6,893	6,569
Per capita income	17,942	26,437	39,808*
Median household income	37,144	48,490	68,327*
High school graduate or higher	10,041	9,933	11,192*
White	9,200	8,440	8,192
Black or African-American	6,013	5,876	5,843
American Indian and Alaska Native	61	76	45
Asian, Native Hawaiian, Pacific Islander	717	760	740
Some Other Race	709	1,287	1,091
Two or More Races	n/a	860	804
Hispanic or Latino (of any race)	1,619	2,494	2,417
Foreign born	3,549	4,917	4,540*
Speak a language other than English at home	3,113	5,034	3,751*

The majority of City residents are employed in managerial or professional occupations. Further information on the occupation of Takoma Park residents is provided below:

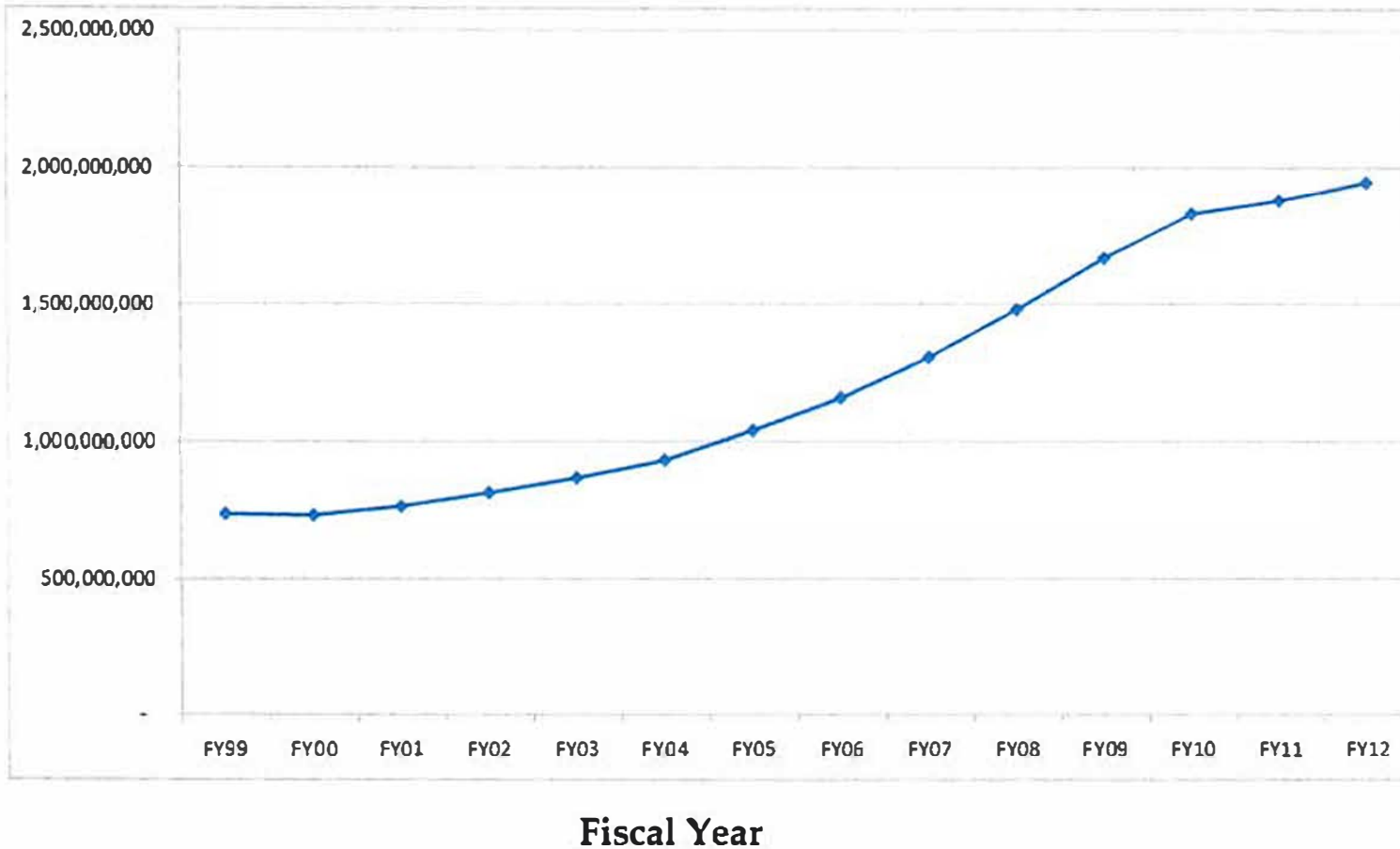
Managerial and professional	55.4 percent*
Sales and office occupations	19.8 percent*
Service occupations	17.3 percent*
Construction, extraction, maintenance	2.7 percent*
Production, transportation, material moving	4.8 percent*

* Data is from the American Community Survey, 2005-2009, and has a greater margin of error than Census data.

Source: American Community Survey, 2005-2009
U.S. Census

City of Takoma Park

Assessed Value of Real Property



Prior to FY 2002, real property was assessed at 40% of estimated full value. Pursuant to a change in State law, the FY 2002 assessed values reflect the conversion to full value assessment of real property.