



THE CITY OF TAKOMA PARK, MD

FISCAL YEAR 2013

ADOPTED BUDGET

JULY 1, 2012 – JUNE 30, 2013

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City of Takoma Park

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Barbara B. Matthews, City Manager

April 9, 2012

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) 2013. 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 2013 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.

Earlier this year, the City Council held three work sessions to provide guidance on the development of the proposed budget for FY 2013. The proposed budget for FY 2013 incorporates the direction the Council provided at those work sessions, as well as subsequent policy discussions through which the Council conveyed certain service and programmatic priorities for the community.

Major Budgetary and Financial Issues

Economic Climate

The past few years have been a period of significant change in the United States economy. Job losses have occurred in many employment sectors and, while there are some positive signs of job growth, the national unemployment rate remains relatively high.

The housing market crisis has not uniformly impacted the country. The Washington, D.C. area has fared better than many parts of the United States, and housing values in Takoma Park have remained strong for the most part.

The economic downturn has resulted in low fixed income security rates for the past few years. As a result, the City has experienced a significant decline in interest income on its investment portfolio.

Stock market volatility has impacted the investment portfolios of retirement systems across the country. Actuarial valuations as of June 30 determine the City's contributions to the Maryland State Retirement and Pension System and the City of Takoma Park Police Employees' Retirement Plan. The market was up as of June 30, 2011 which positively impacted the actuarial valuations of the plans.

The Washington, D.C. region has experienced similar economic pressures as the rest of the country but to a lesser degree. Both the State of Maryland and Montgomery County continue to grapple with structural budget deficits, which could potentially impact City revenues.

While we wait for the overall economic situation to improve, the City 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 \$29.19 million or 1.5 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. It remained at \$0.58 in FY 2011 and FY 2012.

As agreed upon by the Council at a work session, the proposed budget for FY 2013 is predicated on the continuation of the \$0.58 real property tax rate. At this rate, real property tax revenues would increase by \$203,197 compared to FY 2012 budgeted revenues.

The recommended budget for FY 2013 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 160 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 2013, approximately 54 percent of 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 response to the economic downturn, City staffing was reduced across all City departments in FY 2011. Combined, full-time equivalents were reduced by approximately five percent.

Over the past year, it has become clear that the Council's goals and the City's needs cannot be met with current staffing levels. Consequently, the proposed budget for FY 2013 reflects an increase of just over three full-time equivalents. As proposed, three new full-time positions would be added. A Management Assistant position would provide staff support to the City Manager's Office and the Director of Housing and Community Development; the cost of the position is split equally between both departments. The cost of a Special Projects Coordinator to assist the Public Works Director and the City Engineer would be funded partially out of the General Fund (60 percent) and partially out of the Stormwater Management Fund (40 percent). The position of Police Communications Supervisor/Emergency Preparedness Coordinator would be paid for out of the Speed Camera Fund.

Both collective bargaining agreements contain wage re-openers for FY 2013. A market study, which will ensure that the City's salary structure remains competitive, is underway and will soon be finalized; the results will be presented to the Council during the budget process.

Relative to fringe benefit costs, employee health insurance is projected to increase nine percent in FY 2013. The City's contribution rate for the City of Takoma Park Police Employees' Retirement Plan will decrease from 34.83 to 34.18 percent; the Plan covers sworn police officers who are employed on a regular full-time basis. Due to strong market performance as of June 30, 2011, the City's contribution rate for the State Retirement and Pension System (which covers the City's non-sworn personnel) will decrease from 10.94 percent of covered payroll to 8.99 percent.

Bonded Indebtedness

In recent years, the City has made a concerted effort to restructure or pay down its obligated indebtedness. Interest rates on the debt exceed the City's rate of return on investments and a reduction in debt service payments provides the City with greater financial flexibility going forward.

In FY 2012, the City undertook an early redemption of the 2002 Community Center bond issue. The City also made final payments on a capital lease for police cars and on the 2004 street improvement bond issue. The debt service on the street improvement bond issue will be replaced by an equivalent budgetary allocation for pay-as-you-go financing of street improvements so there is no budgetary savings from paying off this bond issue.

The proposed budget for the Debt Service Division totals about \$1.57 million. This amount includes funding in the approximate amount of \$1.2 million to redeem a bond issuance whose proceeds were used to pay the City's unfunded liability with the Maryland State Retirement and Pension System.

The FY 2013 budget would also transfer \$750,000 from unreserved General Fund fund balance to reserved fund balance. The allocation would be applied towards an early redemption of the 2005 Community Center bond issue in FY 2015, the earliest date that the bond issue can be redeemed.

Environmental Initiatives

During FY 2013, the City will undertake a number of environmental initiatives. These initiatives are described in detail below.

At the dead end of Grant Avenue, the existing pavement will be removed, and a green space with tree screening will be established. This project has been on hold pending completion of the Takoma-Piney Branch Local Park renovation project by the Maryland-National Capital Park and Planning Commission. This project, estimated to cost \$25,000, will be paid for out of the Stormwater Management Fund.

The FY 2013 Stormwater Management Fund budget includes funding in the amount of \$100,000 for the Sligo Mill/Poplar Mill Trash Interceptor project. There is a large trench outfall in this area. The project will entail construction of a trash interceptor directly adjacent to the outfall which will catch trash and debris that now washes through the stormwater system and into the creek, which connects with the Anacostia River. The area is owned by the Maryland-National Capital Park and Planning Commission and will require its approval.

At the end of Hudson Avenue, there is an existing inlet that frequently gets overwhelmed with rain water flow during significant storms. The area is at the top of a steep slope, which ends at Sligo Creek Parkway and the creek. The project would create a larger infiltration area, reducing water flow and sediment into the creek. The projected cost of the Hudson Avenue Stormwater Infiltration Project is \$25,000.

The Sligo Mill/Poplar 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 creek known as "Takoma Branch" which is fed by a large storm drain culvert that 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 consist of the installation of a traffic circle along with street-scaping 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 continue into FY 2013, at a projected cost of \$666,000 during the year. It 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 FY 2013 budget contemplates continuation of the bulk buy tree purchase program and the planting of trees in City right-of-way. In keeping with the Council's stated desire to encourage planting of trees on private property, the City will provide a subsidy of \$100 per tree purchased through the program. An allocation will be made from the Tree Fund for the cost of this subsidy.

The Public Works Department's operating budget includes \$200,000 for sustainability initiatives provided through contractual arrangements. Based on prior discussions by the City Council, it is envisioned that the monies would be expended for the development of an action plan, preparation of a current greenhouse gas emissions inventory, and the implementation of projects resulting from the action plan.

Takoma Junction

The Takoma Junction Task Force was established by Resolution 2010-40 on July 12, 2010 for purposes of investigating current conditions in the Takoma Junction area and identifying both long- and short-term opportunities for its redevelopment and revitalization. The Task Force submitted its report to the City Council on February 13, 2012. On March 5, 2012, the Takoma Junction Task Force returned to the City Council to note which action items in the report it considered most necessary to achieve a positive effect in the near term.

The FY 2013 budget includes funding in the amount of \$46,500 to advance some of the recommendations of the Task Force. Of this amount, \$35,000 is allocated for a Phase II environmental assessment of the City-owned lot in the Junction. The balance is earmarked for other activities, including special events (\$5,000), a food market coordinator (\$5,000), and the printing of development-related materials (\$1,500).

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 \$1.0 million to the Equipment Replacement Reserve. Because FY 2013 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

By Ordinance No. 2011-23, the City Council authorized the establishment of a Facility Maintenance Reserve as recommended in my proposed budget for FY 2012. This reserve fund provides a focused mechanism to ensure that the City identifies and plans for future facility maintenance needs, including roof replacements, carpeting, and other flooring.

An initial allocation of \$250,000 was made to the Facility Maintenance Reserve in FY 2012. The proposed budget for FY 2013 assumes a contribution of \$250,000.

Budget Overview

The FY 2013 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 tracks financial transactions associated with the City's speed camera program.

Combined revenues for all funds total approximately \$25.64 million. Combined expenditures for all funds for FY 2013 equal about \$25.51 million.

The following table summarizes proposed expenditures for FY 2013 by fund. Budgeted and estimated expenditures for FY 2012 are provided for comparative purposes.

| Fund | Budgeted FY 2012 | Estimated FY 2012 | Proposed FY 2013 |
|---------------------------|-------------------------|--------------------------|-------------------------|
| General | \$22,014,824 | \$21,144,796 | \$20,976,670 |
| Stormwater Management | 454,461 | 444,577 | 473,538 |
| Special Revenue | 1,063,956 | 1,008,821 | 698,158 |
| Speed Camera | 2,598,714 | 2,482,297 | 3,364,368 |
| Total Expenditures | \$26,131,955 | \$25,080,491 | \$25,512,734 |

Further detail on each of the four funds comprising the FY 2013 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 2013 by source. Budgeted and estimated revenues for FY 2012 are provided for comparative purposes.

| Revenue Source | Budgeted FY 2012 | Estimated FY 2012 | Proposed FY 2013 |
|---------------------------|-------------------------|--------------------------|-------------------------|
| Taxes and utility fees | \$14,059,123 | \$14,193,583 | \$14,257,761 |
| Licenses and permits | 72,904 | 70,404 | 71,904 |
| Fines and forfeitures | 228,800 | 193,200 | 207,000 |
| Use of money and property | 60,000 | 44,000 | 44,000 |
| Charges for service | 901,530 | 992,966 | 982,125 |
| Intergovernmental | 4,294,987 | 4,297,686 | 5,370,351 |
| Miscellaneous | 128,252 | 135,580 | 68,000 |
| Total Revenues | \$19,745,596 | \$19,927,419 | \$21,001,141 |

As mentioned earlier in this transmittal message, Takoma Park relies heavily on property taxes to fund its operations. Tax receipts from real property make up approximately 55 percent of projected FY 2013 General Fund revenues.

Income taxes are another major source of operating revenues for the City, comprising ten percent of FY 2013 General Fund revenues. In accordance with Maryland law, municipalities within Montgomery County receive 17 percent of County income tax collected within the municipality. Receipts from income taxes are projected to exceed the budgeted amount in FY 2012, which is likely the result of a change in an allocation

ratio for the FY 2012 distribution formula. The Comptroller's staff has cautioned against forecasting future distributions based on the FY 2012 distribution; consequently, income tax receipts for FY 2013 are expected to decline from the FY 2012 projected amount.

Intergovernmental revenues are projected to increase by just under \$1.08 million from the FY 2012 budgeted amount. The increase is primarily attributable to the anticipated transfer of Flower Avenue from the State Highway Administration to the City; as part of the transfer process, the State will make a payment in the amount of \$696,000 to Takoma Park.

Intergovernmental revenues also include monies received from Montgomery County, including municipal tax duplication payments. The City receives tax duplication payments for police and crossing guard services and road and park maintenance. Combined, FY 2013 tax duplication payments are projected to increase \$300,691 compared to the FY 2012 budgeted amount. For the FY 2011 budget, the County Executive had initially informed municipalities that payment amounts would be reduced by five percent; the ultimate reduction was 15 percent. The FY 2013 increase in municipal tax duplication payments is described by the County Executive as a "one time" ten percent correction to address the additional reduction made in FY 2011.

Over the past month, City staff and I have done extensive outreach with County Councilmembers concerning the municipal tax duplication payment that Takoma Park receives for police services. This payment is governed by a Memorandum of Understanding (MOU) that dates back to 2000. The City had requested a renegotiation of the current MOU due to the considerable changes that have occurred in County police staffing and practices over the years. With no explanation from the County, the negotiations abruptly came to an end in October 2008 and were officially terminated in the latter part of 2011.

In conjunction with the work of the Municipal Revenue Sharing Task Force, the County staff calculated the municipal tax duplication payment amounts for the various service categories if the existing formulas had been followed for FY 2012. These calculations indicated that Takoma Park was significantly underpaid for the police services it provides. City staff and I are pursuing an increase in the police tax duplication payment for FY 2013 and requesting that the County Council urge the County Executive to have his staff return to the negotiating table so that a fair and accurate MOU could be put in place.

In his budget proposal, the County Executive also proposed increases in other payments to Takoma Park. The effected revenue categories are the County Police Rebate, Library Aid, and the contractual payment for the City's operation of the New Hampshire Avenue Recreation Center. Combined, the City would realize an additional \$91,090 on a budget to budget basis.

Turning to revenues from the use of money and property, overall fixed income securities rates 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 \$44,000 in FY 2013.

Revenues from services and charges are projected to exceed the FY 2012 budgeted amount due to higher than anticipated revenues from recreation programs and services. On a budget-to-budget basis, revenues from services and charges are expected to increase by \$80,595. The majority of the variance is attributable to recreation programs and services, which continue to grow in popularity.

General Fund Expenditures

The proposed budget for FY 2013 includes General Fund expenditures in the approximate amount of \$20.98 million. The following table summarizes proposed expenditures by department or budget unit. Budgeted and estimated expenditures for FY 2012 are provided for comparative purposes.

| Department/ Budget Unit | Budgeted FY 2012 | Estimated FY 2012 | Proposed FY 2013 |
|------------------------------------|-----------------------------|------------------------------|-----------------------------|
| General Government | \$2,447,160 | \$2,400,688 | \$2,510,581 |
| Police | 5,952,084 | 5,975,881 | 6,007,839 |
| Public Works | 4,014,679 | 3,719,116 | 4,167,890 |
| Recreation | 1,316,394 | 1,203,335 | 1,373,375 |
| Housing & Community Development | 1,275,501 | 1,215,502 | 1,344,044 |
| Communications | 319,443 | 318,933 | 344,979 |
| Library | 1,011,885 | 962,524 | 1,011,406 |
| Non-Departmental | 962,304 | 804,528 | 1,094,335 |
| Capital Outlay | 2,588,791 | 2,404,907 | 1,550,400 |
| Debt Service | 2,144,583 | 2,139,382 | 1,571,821 |
| Total Expenditures | \$22,014,824 | \$21,144,796 | \$20,976,670 |

Proposed General Fund expenditures for FY 2013 are down by about \$1.04 million compared to budgeted expenditures for FY 2012. The following is a breakdown of General Fund expenditures by type of expenditure, with variances from the prior fiscal year highlighted:

- Personnel costs account for approximately 63 percent of fund expenditures. This expenditure category is up by \$261,968, or about 2.0 percent, compared to the prior year budget. Staffing changes include the addition of a Management Assistant position, which would be shared by the City Manager's Office and the Housing and Community Development Department, and the addition of a Public Works Special Projects Coordinator position, which would be partially paid from the General Fund. Health insurance costs are projected to increase by nine percent. Worker's compensation insurance costs for employees charged to other funds were assessed to those funds for the first time.
- Supplies, representing about five percent of General Fund expenditures, are up by \$65,547, or 6.7 percent, compared to the FY 2012 budget. Of this amount, \$38,600 is attributable to higher gasoline and diesel costs. The Public Works Department budget includes funding to purchase an on-hand inventory of trash and recycling containers (\$17,000). An allocation of \$9,300 has been provided to purchase new chairs and tables for the Library.
- Services and charges, which include contractual costs, account for approximately 13 percent of fund expenditures. Proposed FY 2013 expenditures are \$160,710, or 6.4 percent, higher compared to prior year budgeted expenditures. Contributing factors to the variance include the cost of the third iteration of the Takoma Park Resident Survey (\$40,000), increased funding for sustainability initiatives (\$50,000) and an allocation for work related to Takoma Junction (\$46,500).
- Miscellaneous expenditures represent 12 percent of General Fund expenditures and are down by \$487,988, or 16 percent. The variance reflects a reduction in debt service payments due to the pay off of certain debt in FY 2012.
- Capital costs, accounting for seven percent of fund expenditures, will decrease by \$1,038,391. The Public Works Facility renovation was completed in FY 2012.

Certain General Fund projects/initiatives that I would like to call to your attention are described below:

- The Recreation Department budget reflects increased funding for senior programming (\$4,000) and for teen programming (\$9,000).
- Funding in the amount of \$15,250 is included in various departmental budgets for the Takoma Park World Festival, as requested by the City Council.

- The Housing and Community Development Department budget includes \$30,000 for continued support of 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 Non-Departmental budgetary unit includes an allocation of \$68,929 to support the activities of external organizations, an increase of almost \$23,000 from FY 2012. As directed by the City Council, funded organizations/activities include the Takoma Park Independence Day Committee (\$13,500), the Crossroads Community Food Network's Farm to Table Program (\$17,369), the Takoma Park Folk Festival (\$7,000), the Dance Exchange (\$5,000), the Takoma Park World Festival (\$8,000), and Adventist Community Services for youth swimming lessons (\$8,060). A slight increase in funding for the Small Community Grant Program is also reflected in the Non-Departmental budgetary unit; as proposed, \$10,000 would be expended through the program in FY 2103.
- The Non-Departmental budgetary unit includes an allocation of \$15,000 for emergency assistance services. This amount supplements donations made through the City's annual stormwater fee billing.
- The Non-Departmental budgetary unit includes an undesignated allocation of \$50,000 for projects/initiatives that would advance the goals of the City's Strategic Plan, as determined by the City Council.

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 2013 with a fund balance of approximately \$8.43 million. This is more than what was anticipated and is attributable to revenues exceeding the budgeted amount and expenditures coming in under budget. As mentioned earlier in this transmittal message, receipts from income taxes are projected to exceed the budgeted amount due to an unforeseen change in an allocation ratio for the FY 2012 distribution formula.

With regard to General Fund expenditures, the City has experienced a higher than normal staff turnover rate during the fiscal year, resulting in budgetary savings of approximately \$165,000. The \$150,000 set aside in the Public Works Department budget for sustainability initiatives is projected to be unexpended during the fiscal year. Budgeted capital expenditures in FY 2012 included \$183,000 for the Flower Avenue Green Street Project; funding for the project is tied to execution of a Memorandum of Understanding with the State Highway Administration which has not yet occurred. The City was able to complete certain capital projects (roof replacements and the purchase of a leaf grinder) under budget, saving about \$62,000. General contingency monies, required by the City Charter to be budgeted, will be unexpended, accounting for about \$79,000 of the variance between actual and projected General Fund expenditures.

Approximately 36 percent of the \$8.43 million fund balance as of June 30, 2012 is set aside for specific purposes and is not available for general operations of the City. These purposes include the Equipment Replacement Reserve, the Facility Maintenance Reserve, and the Emergency Reserve. The reserved fund balance also includes monies received from WSSC for future street work.

The proposed budget for FY 2013 contemplates the expenditure of approximately \$0.31 million in fund balance monies. This amount represents the anticipated expenditure of Equipment Replacement Reserve funds for the scheduled replacement of equipment, such as the purchase of police vehicles.

As of June 30, 2013, the General Fund is projected to have a fund balance of about \$8.38 million. Included in this amount are the monies designated for the Equipment Replacement Reserve, the Facility Maintenance

Reserve, the Emergency Reserve, monies set aside for the early redemption of the 2005 Community Center bond issue, and funds received from WSSC for future street work. Combined, these restricted funds are projected to total approximately 57 percent of the year-end total General Fund fund balance.

As required by the Charter of the City of Takoma Park, the FY 2013 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, 2013, 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 \$105,000.

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.

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 2013 assumes an increase in the base rate of \$48, which was implemented in FY 2007, to \$55.

The budget reflects total Stormwater Management Fund expenditures of \$473,538. A summary of fund expenditures follows:

- Personnel costs for 1.15 full-time equivalents will be charged to the Stormwater Management Fund. This represents an increase of 0.40 full-time equivalents compared to the prior fiscal year. As mentioned earlier in this transmittal message, a portion of the cost of the proposed Special Projects Coordinator position in Public Works would be charged to the Stormwater Management Fund. 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.
- Beginning in FY 2013, worker's compensation insurance costs associated with staff members paid for out of the Stormwater Management Fund would be charged to the fund; worker's compensation costs were previously reflected only in the General Fund.
- An allocation of \$150,000 is proposed for capital projects. They include the Grant Avenue Bio-Retention Project (\$25,000), the Hudson Avenue Bio-Retention Project (\$25,000), and the Sligo Mill/Poplar Mill Trash Interceptor Project (\$100,000).
- Repairs to existing systems and other contractual work total \$125,000. Projects include one behind 6719 Conway and Circle (\$30,000), Cherry Avenue erosion control (\$20,000), Forest Park stream bank stabilization (\$35,000), and Sligo Mill debris removal (\$40,000).
- Funding in the amount of \$50,000 is included for TV inspection of the stormwater system and dry weather outfall testing.
- An allocation of \$20,000 is provided for engineering services.
- The balance of fund expenditures is comprised of bank charges and office supplies.

The Stormwater Management Fund is projected to have a fund balance of approximately \$200,000 as of June 30, 2013.

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 2013, the City will receive funding from several entities, including the Community Development Block Grant Program and the Program Open Space Program. Capital equipment cable grant funds are accounted for in the Special Revenue Fund. Total fund revenues for FY 2013 are projected to total approximately \$1.19 million.

The proposed budget for FY 2013 reflects total Special Revenue Funds expenditures of about \$698,000. Projects to be funded with grant monies during the fiscal year include the following:

- Programming to encourage school aged children to walk and bike safely to and from school
- Continuation of the commercial façade easement grant program
- An afterschool and homework club program for elementary school aged children
- Intervention programs for at-risk middle school students
- A food handling certification program designed to increase the economic opportunities of local food producers.

An operating transfer in the amount of \$79,554 will be made from the General Fund to the Special Revenue Funds. Of this amount, \$79,504 is the required match for Program Open Space projects, with the balance of \$500 for fund bank charges.

Fund revenues will exceed expenditures by \$492,446. The variance is primarily attributable to the receipt of more cable grant monies in FY 2013 than will be expended in the fiscal year.

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 FY 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, occurred in FY 2012.

The FY 2013 budget assumes the installation of two cameras on Carroll Avenue by July 1, 2012. An ordinance authorizing the installation of the cameras will be presented to the City Council for its consideration on April 28, 2012.

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.

For FY 2013, Speed Camera Fund revenues are budgeted at approximately \$3.02 million. This figure includes revenues to be generated by the proposed Carroll Avenue cameras.

Speed Camera Fund Expenditures

Speed Camera Fund expenditures for FY 2013 total about \$3.36 million. An overview of Speed Camera Fund expenditures is provided below:

- Personnel costs for 5.88 full-time equivalents will be charged to the Speed Camera Fund. This represents an increase of 1.5 full-time equivalents compared to the prior fiscal year. The Police Department's Policy/Research Manager position, which was previously funded with grant monies that are no longer available, has been moved to the Speed Camera Fund. A new position—Police Communications Supervisor/Emergency Preparedness Coordinator—is included in the Speed Camera Fund for FY 2013.
- FY 2013 would mark the first time that worker's compensation insurance costs associated with these staff members would be charged to the Speed Camera Fund.
- The contractually required payment to Xerox (formerly ACS State and Local Solutions, Inc.), the firm that the City retained for installation of the speed cameras, is projected to be approximately \$1.15 million.
- Funding in the amount of \$155,000 is allocated for public safety expenditures, including field radio equipment, in-car mobile computers, and a voice recorder system.
- An allocation of \$400,000 has been included for new sidewalk design/construction and traffic calming projects.
- Funding in the amount of \$600,000 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.
- Other capital projects include pre-development work related to the Ethan Allen Gateway Streetscape Project to facilitate future grant applications (\$315,000) and streetlight upgrades (\$20,000).

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

As noted earlier, the FY 2013 budget includes revenues anticipated to be generated from two pending speed camera installations on Carroll Avenue. Pending receipt of these revenues, capital expenditures will need to be phased in.

Speed Camera Fund Fund Balance

The Speed Camera Fund is anticipated to begin FY 2013 with a fund balance of approximately \$884,000. Fund expenditures in FY 2013 will exceed fund revenues, resulting in a reduction in fund balance during the fiscal year.

The Speed Camera Fund is projected to have a fund balance of about \$539,000 as of June 30, 2013.

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 began replacing its police radios in FY 2012. In FY 2014, the City is projected to expend \$315,000 on new radio equipment, as well as an additional \$62,823 for other capital equipment. In order to ensure that adequate funding is on hand in FY 2014 for these purchases, I recommend that \$377,823 of the projected year-end fund balance be reserved.

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 Director of Finance Yovonda Brooks, Senior Account Clerk Joyce Nelson, and Budget/Financial Specialist Daisy Ling.

The staff and I look forward to working with the City Council to finalize a budget for FY 2013 that meets the expectations of City residents and enhances the Takoma Park community.

Sincerely,



Barbara B. Matthews
City Manager

Acknowledgements

This budget could not have been developed without the leadership of the City Council, the work of the City of Takoma Park's Management Team, and the efforts of those involved in publishing the budget document. The individuals listed below played an integral role in its preparation:

Takoma Park City Council

Mayor Bruce R. Williams
Councilmember Seth Grimes, Ward One
Councilmember Tim Male, Ward Two
Councilmember Kay Daniels-Cohen, Ward Three
Councilmember Terry J. Seamens, Ward Four
Councilmember Reuben Snipper, Ward Five
Councilmember Frederick Schultz, Ward Six

City Manager

Barbara B. Matthews

Deputy City Manager

Suzanne Ludlow

Management Team

Ellen Arnold-Robbins, Library Director
Daryl Braithwaite, Director of Public Works
Yovonda Brooks, Director of Finance
Jessie Carpenter, City Clerk
Abel Castillo, Information Systems Manager
Sara Daines, Director of Housing and Community Development
Gregory Clark, Director of Recreation
Ronald Ricucci, Chief of Police

Budget Document Preparation

Daisy Ling, Financial/Budget Specialist
Peggy Washington, Executive Assistant

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 2013 Budget

During January and February 2012, the City Council held a series of pre-budget work sessions at the request of the City Manager. These work sessions provided the City Council with the opportunity to provide guidance to the City Manager on its policy and service priorities prior to her development of the proposed budget for FY13.

In February 2012, the City Manager met with the management team to review mid-year expenditure reports for FY12 and to discuss CIP and personnel requirements for FY13. The Director of Finance provided initial revenue projections to the City Manager.

During March 2012, the City Manager met with the management team to review their FY12 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 FY13.

The City Manager presented her recommended operating budget for FY13 and the CIP for FY13 – FY17 to the Council on April 9, 2012. Prior to commencing its deliberations regarding the City Manager's proposed budget, the Council held an initial public hearing on April 16, 2012.

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 30, 2012.

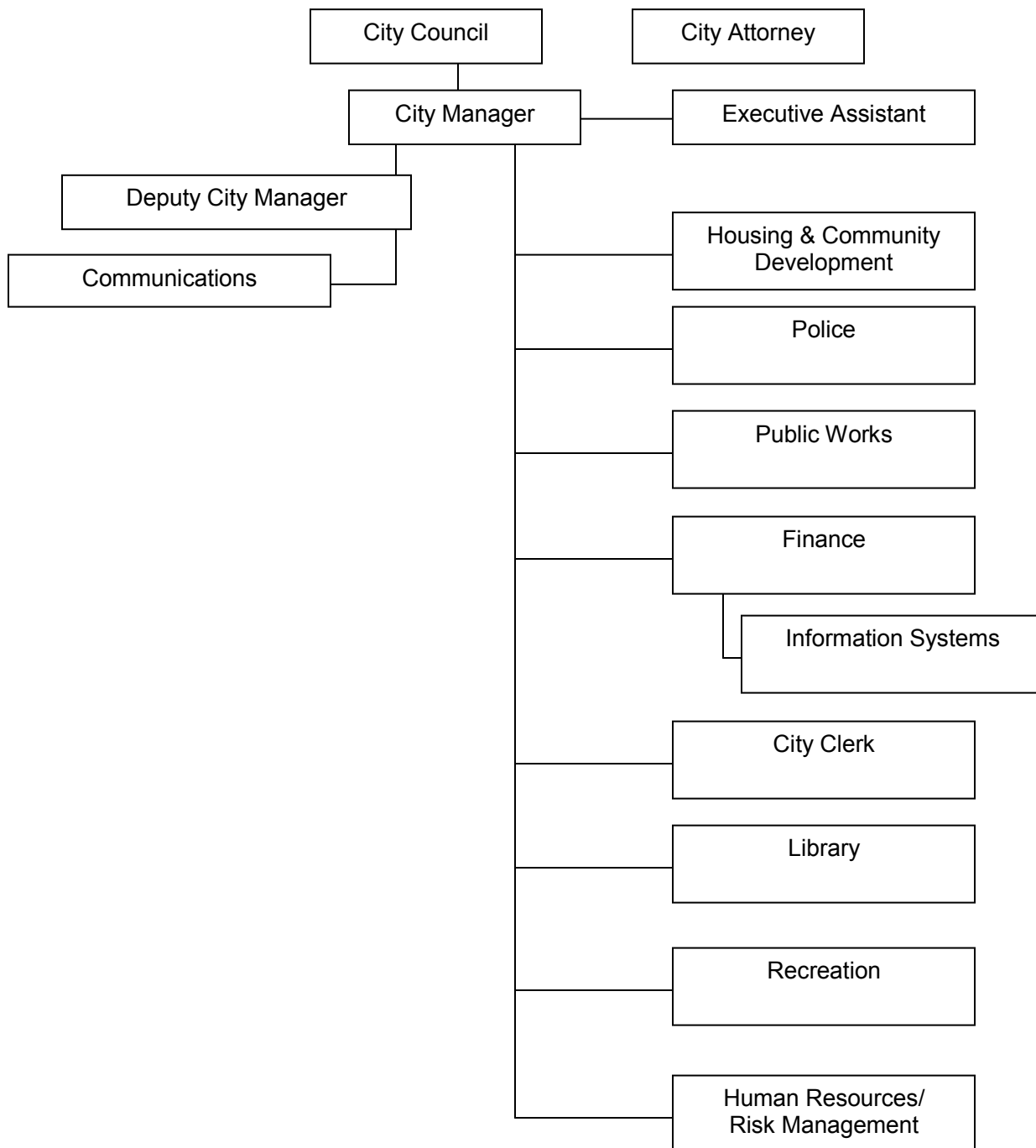
The Council approved the budget on May 21, 2012 and adopted several associated ordinances that set the property tax and stormwater fee rates and established compensation rates for most City employees.

The adopted budget for FY13 took effect on July 1, 2012.

Organizational Chart

The City of Takoma Park, Maryland

Residents of Takoma Park



FY 2013 Budget at a Glance

- Total revenues (all funds) of \$26,266,582.
- Total expenditures (all funds) of \$25,651,285.
- Total General Fund revenues of \$21,697,937.
- Total General Fund expenditures of \$21,198,377.
- Assessable real property base (net) projected to increase by approximately \$29.19 million or 1.5 percent from FY12.
- Real property tax rate remains at \$0.58 per \$100 of assessed valuation. Real property tax revenues increase by \$203,197 compared to FY12 budgeted revenues.
- Tax duplication payments from Montgomery County increase \$953,911 from FY12 to FY13.
- Increase in existing base fee for stormwater management fees from \$48 to \$55 per 1,228 square feet to pay for a portion of the new Public Works Projects Coordinator position.
- Staffing levels increase by approximately four full-time equivalents. New full-time positions include a management assistant, a public works projects coordinator, and a police communications supervisor/emergency preparedness coordinator position. Part-time staff added include a school crossing guard, library assistant and community development intern.
- Anticipated General Fund expenditures of \$530,000 for gateway and street improvements. General Fund expenditures also include \$666,000 for the Flower Avenue Green Street Project to be paid for with a payment from the State Highway Administration.
- Continued funding (\$160,000) for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Contributions of \$1,000,000 to the Equipment Replacement Reserve and \$250,000 to the Facility Maintenance Reserve.
- Early redemption of 2010 Suntrust Bank Bond at a cost of \$1.2 million.
- Continued financial support for Main Street Takoma (\$30,000), the Crossroads Farmer's Market (\$15,000), and the Takoma Park Independence Day Committee (\$13,500) and the Takoma Park Folk Festival Committee (\$7,000).
- Continued financial support for emergency assistance services (\$40,000) to supplement donations made through the stormwater management fee billing.
- Support for the Crossroads Community Food Network (\$17,369), the Dance Exchange (\$5,000), the Takoma Park World Festival (\$8,000), Adventist Community Services for youth swimming lessons (\$8,060), and \$10,000 for the Small Community Grant Program.
- Funding in the amount of \$200,000 for sustainability initiatives.
- Expenditures of \$473,538 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 \$444,577 accounted for in the Special Revenue Funds. Projects include programming to enhance the safety of children coming to and from school and continuation of the commercial façade program
- Anticipated expenditure of \$3,382,480 from speed camera revenues. Expenditures include payment to the program contractor, funding of certain public safety positions, design and installation of new sidewalks, retrofit of existing sidewalks for compliance with the Americans with Disabilities Act, and police equipment.

Full-Time Equivalents (FTEs) Personnel Schedule

| Staffing Summary by Department or Fund | Actual FY09 | Actual FY10 | Actual FY11 | Estimated FY12 | Adopted FY13 |
|---|------------------------|------------------------|------------------------|---------------------------|-------------------------|
| General Government | 18.00 | 18.00 | 16.50 | 16.50 | 16.88 |
| Police | 60.87 | 57.44 | 54.99 | 54.99 | 55.09 |
| Public Works | 32.63 | 32.63 | 32.25 | 32.25 | 32.85 |
| Recreation | 19.19 | 19.67 | 18.22 | 17.79 | 17.73 |
| Housing and Community Development | 9.50 | 10.25 | 9.38 | 9.38 | 10.66 |
| Communications | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 |
| Library | 9.50 | 9.50 | 8.78 | 8.78 | 9.00 |
| Stormwater Management | 0.75 | 0.75 | 0.75 | 0.75 | 1.15 |
| Special Revenue | - | 0.50 | 1.87 | 1.16 | 0.40 |
| Speed Camera | - | 2.75 | 3.00 | 4.13 | 6.26 |
| Total | 153.44 | 154.49 | 147.74 | 147.73 | 152.02 |

Changes from the Proposed to the Adopted FY13 Budget General Fund

| | | |
|--|-------------------|--|
| Proposed Revenue Total - City Manager's Proposed Budget | 21,001,141 | |
| Taxes and Utility Fees | | |
| Increase: Personal Property Taxes | 20,160 | |
| Increase: Railroad & Public Utilities | 13,416 | |
| Intergovernmental Revenues | | |
| Increase: In Lieu of Police | 653,220 | Adjusted based on County Council budget reconciliation |
| Miscellaneous | | |
| Increase: Donations-Ed Wilhelm Equipment Shed | 10,000 | Contributions of \$5,000 each from M-NCPPC & Sport Leagues |
| Adopted Revenue Total | 21,697,937 | |

| | | |
|--|-------------------|--------------------------------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 20,976,670 | |
| General Government | | |
| Increase: Adjust Salary/Fringes for new Management Assistant | 2,546 | |
| Increase: City Attorney Conference Expenses | 1,600 | Per contract agreement |
| Increase: Filing Assistant for City Clerk | 15,000 | |
| Police | | |
| Decrease: Promotion Allowance | (7,500) | |
| Public Works | | |
| Increase: Special Projects-Pedestrian Bridge Lighting | 8,000 | Community Center |
| Increase: Columbia Avenue Lot Clean-up | 2,000 | |
| Increase: Recycling Cart Pilot Program | 8,000 | |
| Recreation | | |
| Increase: Additional funding for Teen Programs | 10,000 | |
| Housing & Community Development | | |
| Increase: Demolition of 36 Philadelphia Avenue | 15,000 | |
| Increase: Housing Repair and Cleanup Program | 80,000 | |
| Increase: Interim Takoma Park Junction Programming | 5,000 | |
| Increase: Takoma Junction Lot Pre-Development | 15,000 | |
| Increase: Intern Salary and Fringes | 25,000 | |
| Library | | |
| Increase: Adjust Health Benefits for Part-time Employees | 7,672 | Library and Computer Learning Center |
| Increase: Staff - Expanded Hours of Computer Learning Center | 10,125 | Computer Learning Center |
| Increase: Additional books for the Library | 10,000 | |
| Non-Departmental | | |
| Increase: Expansion of the Emergency Assistance Program | 25,000 | |
| Increase: Structural Engineer Study - Atrium Floor | 10,000 | |
| Increase: General Contingency (due to increase in revenues) | 3,484 | |
| Increase: MD Retirement Administrative Cost Fee | 12,780 | |
| Decrease: Allocation of Council Initiatives | (50,000) | |
| Capital Outlay | | |
| Increase: Equipment Shed-Ed Wilhelm Field | 13,000 | |
| Adopted Expenditure Total | 21,198,377 | |

| | | |
|--|---------------|-------------------|
| Proposed Transfer To Special Revenue Fund | 79,554 | |
| Decrease: Program Open Space Grant Match | (52,054) | POS Park Projects |
| Adopted Transfer To Special Revenue Fund | 27,500 | |

Changes from the Proposed to the Adopted FY13 Budget Speed Camera Fund

| | | |
|--|------------------|--|
| Proposed Revenue Total - City Manager's Proposed Budget | 3,019,410 | |
| - | - | |
| Adopted Revenue Total | 3,019,410 | |

| | | |
|--|------------------|-----------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 3,364,368 | |
| Police | | |
| Increase: Salaries/Fringes for Additional School Crossing Guard | 18,112 | Takoma Junction |
| Adopted Expenditure Total | 3,382,480 | |

Changes from the Proposed to the Adopted FY13 Budget Special Revenue Funds

| | | |
|--|------------------|---------------------|
| Proposed Revenue Total - City Manager's Proposed Budget | 1,190,604 | |
| Intergovernmental Revenues | | |
| Decrease: Adjust Program Open Space Grant | (235,214) | POS Park Renovation |
| Increase: Carryover of FY 12 Safe Routes to School Grant | 162,000 | |
| Adopted Revenue Total | 1,117,390 | |

| | | |
|--|----------------|-----------------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 698,158 | |
| Capital Outlay: | | |
| Increase: Video Conference Equipment | 24,000 | Cable Equipment Grant |
| Increase: Colby Park Playground Design | 28,000 | POS Park Renovation |
| Increase: Lee Jordan Field Sprinkler System | 80,000 | POS Park Renovation |
| Increase: Sidewalk Construction-Safe Routes to School Grant | 162,000 | Unexpended from FY 12 |
| Recreation: | | |
| Decrease: Reallocate POS grant expenditures | (395,268) | Park Projects |
| Adopted Expenditure Total | 596,890 | |

| | | |
|--|---------------|-------------------|
| Transfer From General Fund - City Manager's Proposed Budget | 79,554 | |
| Decrease: POS Grant Match | (52,054) | POS Park Projects |
| Adopted Transfer From General Fund | 27,500 | |

Financial Structure Overview

The FY13 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, 2012

| | <u>General Fund</u> | <u>Stormwater Management Fund</u> | <u>Special Revenue Funds</u> | <u>Speed Camera Fund</u> | <u>Total</u> |
|--|--------------------------------|--|---|---|---------------------|
| FY 2013 Revenues | 21,697,937 | 431,845 | 1,117,390 | 3,019,410 | 26,266,582 |
| FY 2013 Expenditures | 21,198,377 | 473,538 | 596,890 | 3,382,480 | 25,651,285 |
| Excess (deficiency) of revenues over expenditures | 499,560 | (41,693) | 520,500 | (363,070) | 615,297 |
| Other Financing Sources (Uses) | | | | | |
| Bond proceeds | - | - | - | - | - |
| Operating transfers in (out) | (27,500) | - | 27,500 | - | - |
| Total Other Financing Sources (Uses) | (27,500) | - | 27,500 | - | - |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 472,060 | (41,693) | 548,000 | (363,070) | 615,297 |
| Fund Balance | | | | | |
| Beginning of year | 8,430,996 | 241,237 | 1,592,063 | 883,684 | 11,147,980 |
| End of year | 8,903,056 | 199,544 | 2,140,063 | 520,614 | 11,763,277 |

FY13 Budget Combined Revenues by Fund

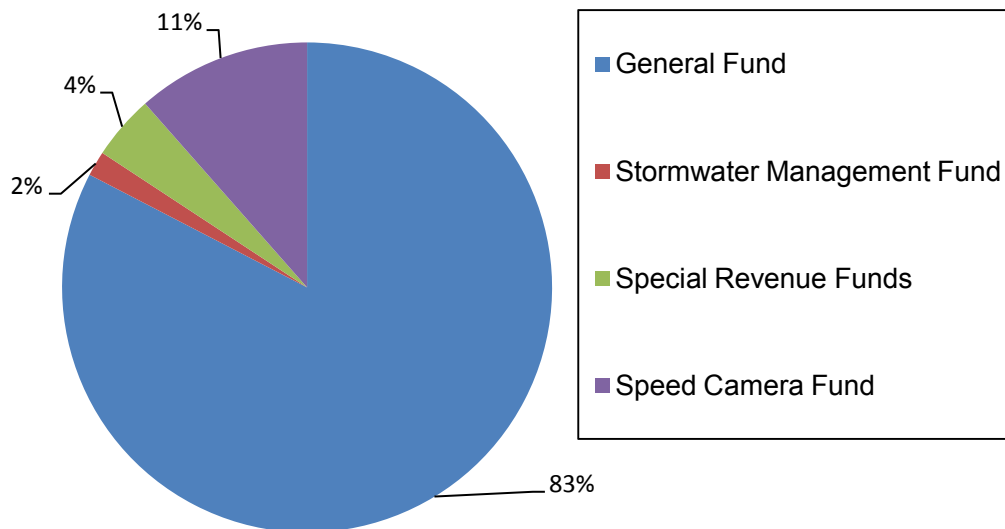
TOTAL \$26,266,582

General Fund \$21,697,937

Stormwater Management Fund \$431,845

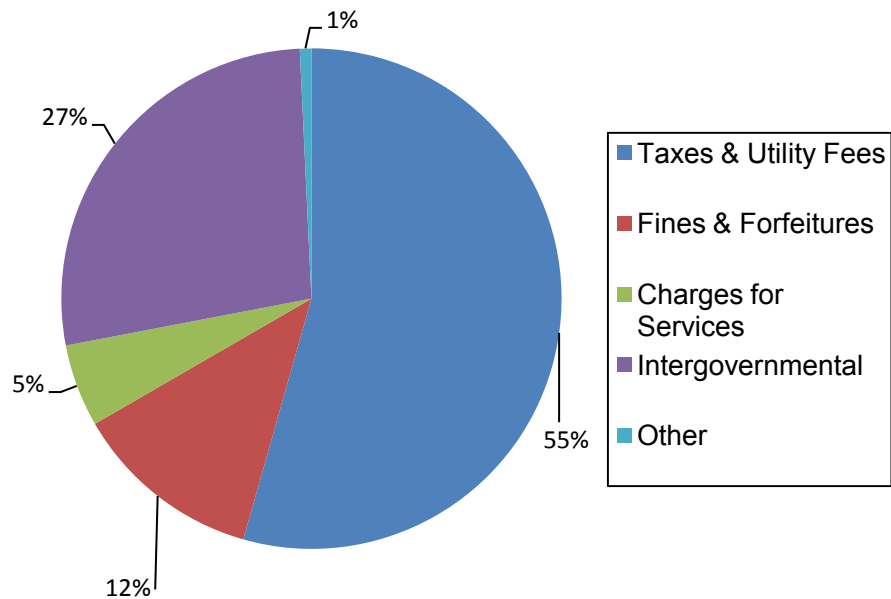
Special Revenue Funds \$1,117,390

Speed Camera Fund \$3,019,410



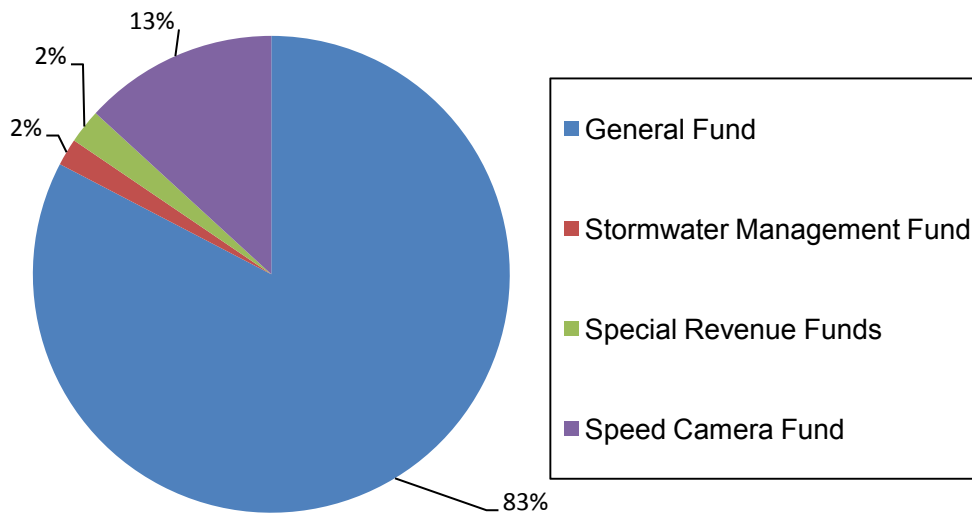
FY13 Budget Combined Revenues by Type All Funds

| | |
|----------------------|--------------|
| TOTAL | \$26,266,582 |
| Taxes & Utility Fees | \$14,291,337 |
| Fines & Forfeitures | \$3,224,300 |
| Charges for Services | \$1,403,970 |
| Intergovernmental | \$7,140,961 |
| Other | \$206,014 |



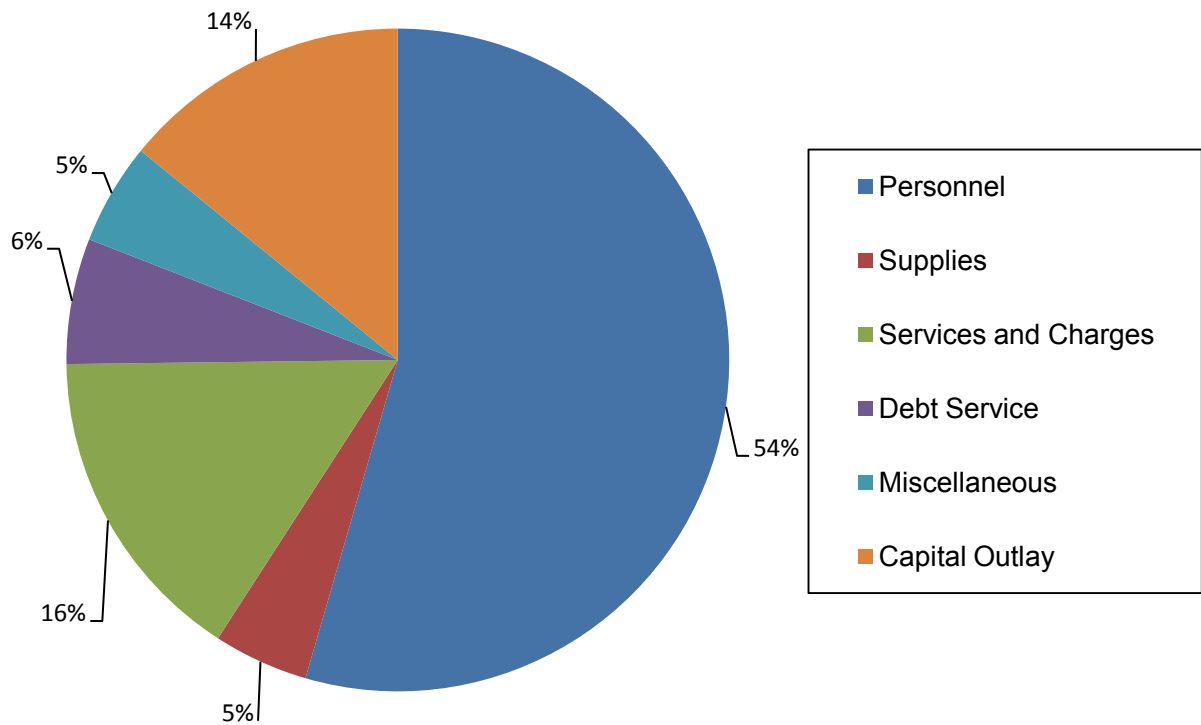
FY13 Budget Combined Expenditures by Fund

| | |
|----------------------------|--------------|
| TOTAL | \$25,651,285 |
| General Fund | \$21,198,377 |
| Stormwater Management Fund | \$473,538 |
| Special Revenue Funds | \$596,890 |
| Speed Camera Fund | \$3,382,480 |



FY13 Budget Combined Expenditures by Type

| | |
|----------------------|--------------|
| TOTAL | \$25,651,285 |
| Personnel | \$13,978,861 |
| Supplies | \$1,189,078 |
| Services and Charges | \$4,019,696 |
| Debt Service | \$1,571,821 |
| Miscellaneous | \$1,269,429 |
| Capital Outlay | \$3,622,400 |



General Fund Summary

| | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|---|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | 13,318,311 | 13,287,014 | 13,751,914 | 14,059,123 | 14,193,583 | 14,291,337 |
| Licenses and permits | 72,291 | 75,030 | 78,664 | 72,904 | 70,404 | 71,904 |
| Fines and forfeitures | 219,502 | 209,408 | 253,694 | 228,800 | 193,200 | 207,000 |
| Use of money and property | 172,812 | 73,680 | 44,111 | 60,000 | 44,000 | 44,000 |
| Charges for service | 779,550 | 986,138 | 989,821 | 901,530 | 992,966 | 982,125 |
| Intergovernmental | 4,696,110 | 4,583,828 | 4,304,639 | 4,294,987 | 4,297,686 | 6,023,571 |
| Miscellaneous | 97,845 | 139,498 | 137,121 | 128,252 | 135,580 | 78,000 |
| Total Revenues | 19,356,421 | 19,354,596 | 19,559,964 | 19,745,596 | 19,927,419 | 21,697,937 |
| <u>EXPENDITURES</u> | | | | | | |
| General Government | 2,234,650 | 2,493,621 | 2,290,748 | 2,447,160 | 2,400,688 | 2,529,727 |
| Police | 5,591,925 | 5,982,158 | 5,821,798 | 5,952,084 | 5,975,881 | 6,000,339 |
| Public Works | 3,643,110 | 3,788,121 | 3,728,947 | 4,014,679 | 3,719,116 | 4,185,890 |
| Recreation | 1,085,952 | 1,175,477 | 1,267,910 | 1,316,394 | 1,203,335 | 1,383,375 |
| Housing and Community Development | 1,188,927 | 1,267,039 | 1,150,502 | 1,257,501 | 1,215,502 | 1,484,044 |
| Communications | 373,522 | 379,610 | 305,977 | 319,443 | 318,933 | 344,979 |
| Library | 917,942 | 985,522 | 933,559 | 1,011,885 | 962,524 | 1,039,203 |
| Non-Departmental | 712,871 | 2,421,020 | 899,803 | 962,304 | 804,528 | 1,095,599 |
| Capital Outlay | 1,394,193 | 965,830 | 3,033,129 | 2,588,791 | 2,404,907 | 1,563,400 |
| Debt Service | 984,261 | 878,404 | 1,179,855 | 2,144,583 | 2,139,382 | 1,571,821 |
| Total Expenditures | 18,127,353 | 20,336,802 | 20,612,228 | 22,014,824 | 21,144,796 | 21,198,377 |
| Excess (deficiency) of revenues over expenditures | 1,229,068 | (982,206) | (1,052,264) | (2,269,228) | (1,217,377) | 499,560 |
| <u>OTHER FINANCING SOURCES (USES)</u> | | | | | | |
| Bond proceeds | - | 1,400,000 | 1,500,000 | - | - | - |
| Capital lease | - | - | - | - | - | - |
| Sale of property | - | - | - | - | - | - |
| Operating transfers in (out) | (257,602) | (3,625) | (7,502) | (131,500) | (127,225) | (27,500) |
| Total Other Financing Sources (Uses) | (257,602) | 1,396,375 | 1,492,498 | (131,500) | (127,225) | (27,500) |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 971,466 | 414,169 | 440,234 | (2,400,728) | (1,344,602) | 472,060 |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | 7,949,729 | 8,921,195 | 9,335,364 | 9,775,598 | 9,775,598 | 8,430,996 |
| End of year | 8,921,195 | 9,335,364 | 9,775,598 | 7,374,870 | 8,430,996 | 8,903,056 |

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, 2011</u> | <u>Additions</u> | <u>Deletions</u> | <u>As Of</u> <u>June 30, 2012</u> | <u>Additions</u> | <u>Deletions</u> | <u>As Of</u> <u>June 30, 2013</u> |
|--|-------------------------------------|------------------|------------------|--------------------------------------|------------------|------------------|--------------------------------------|
| Emergency Reserve | 402,084 | - | - | 402,084 | - | - | 402,084 |
| Equipment Replacement Reserve | 2,067,706 | 700,000 | 591,274 | 2,176,432 | 1,000,000 | 309,400 | 2,867,032 |
| WSSC Contribution for Future Street Work | 224,754 | - | - | 224,754 | - | - | 224,754 |
| Facility Maintenance Reserve | - | 250,000 | - | 250,000 | 250,000 | - | 500,000 |
| Total Reserved Fund Balance | 2,694,544 | 950,000 | 591,274 | 3,053,270 | 1,250,000 | 309,400 | 3,993,870 |
| Total Unreserved Fund Balance | 7,081,054 | | 1,703,328 | 5,377,726 | - | 468,540 | 4,909,186 |
| Total Fund Balance | 9,775,598 | | | 8,430,996 | | | 8,903,056 |

General Fund Revenues

| <u>REVENUES BY SOURCE</u> | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| Taxes and Utility Fees | | | | | | |
| Real Property | 10,007,250 | 10,566,622 | 10,858,055 | 11,298,829 | 11,228,921 | 11,502,026 |
| Personal Property | 279,133 | 311,657 | 299,525 | 313,200 | 310,000 | 312,480 |
| RR and Public Utilities | 154,882 | 158,355 | 161,139 | 159,500 | 162,088 | 175,526 |
| Penalties and Interest | 58,807 | 61,172 | 62,267 | 30,000 | 61,000 | 61,000 |
| Admission and Amusement | 268 | 614 | 514 | 600 | 600 | 600 |
| Additions and Abatements | (1,139) | - | - | - | - | 3,500 |
| Highway | 508,902 | 60,210 | 43,931 | 131,994 | 130,974 | 86,205 |
| Income Tax | 2,310,208 | 2,138,384 | 2,326,483 | 2,125,000 | 2,300,000 | 2,150,000 |
| Total--Taxes and Utility Fees | 13,318,311 | 13,287,014 | 13,751,914 | 14,059,123 | 14,193,583 | 14,291,337 |
| Licenses and Permits | 72,291 | 75,030 | 78,664 | 72,904 | 70,404 | 71,904 |
| Fines and Forfeitures | 219,502 | 209,408 | 253,694 | 228,800 | 193,200 | 207,000 |
| Use of Money and Property | 172,812 | 73,680 | 44,111 | 60,000 | 44,000 | 44,000 |
| Charges for Services | | | | | | |
| Inspection Fees | 301,482 | 291,793 | 310,426 | 295,000 | 300,977 | 303,850 |
| Public Parking Facilities | 35,011 | 43,904 | 54,950 | 46,000 | 55,000 | 60,000 |
| Waste Collection & Disposal Charges | 60,198 | 63,974 | 71,237 | 70,500 | 71,499 | 71,500 |
| Recreation Programs and Services | 260,539 | 278,845 | 428,184 | 373,350 | 448,600 | 423,500 |
| Library Fines and Fees | 25,551 | 29,579 | 29,236 | 40,880 | 30,240 | 34,825 |
| Passport Services | 22,307 | 21,725 | 25,550 | 18,500 | 25,000 | 25,000 |
| WSSC | - | 179,991 | - | - | - | - |
| Copying | 1,707 | 5,945 | 5,818 | 4,000 | 5,300 | 5,000 |
| Telephone Commissions | - | 64 | 60 | 100 | 50 | 50 |
| Special Trash Pickup | 8,091 | 8,880 | 8,195 | 11,900 | 8,000 | 10,000 |
| Parking Lot Lease--County | 12,000 | 12,000 | 10,000 | - | - | - |
| Recyclable Sales | 12,955 | 6,047 | 10,796 | 3,000 | 10,000 | 10,000 |
| Mulch Sales | 23,361 | 25,581 | 26,499 | 25,000 | 20,000 | 20,000 |
| Advertising--Bus Shelters | 12,860 | 12,714 | 3,670 | 8,000 | 13,000 | 13,000 |
| Farmer's Market | 3,488 | 5,096 | 5,200 | 5,300 | 5,300 | 5,400 |
| Total--Charges for Services | 779,550 | 986,138 | 989,821 | 901,530 | 992,966 | 982,125 |
| Intergovernmental Revenues | | | | | | |
| Police Protection (State) | 396,763 | 261,254 | 261,254 | 261,254 | 261,254 | 261,254 |
| Bank Share Tax | 5,643 | 5,643 | 5,643 | 5,643 | 5,643 | 5,643 |
| Library Aid | 112,352 | 120,155 | 100,950 | 95,900 | 95,900 | 151,320 |
| Police Rebate | 716,590 | 799,976 | 881,162 | 922,170 | 922,170 | 949,860 |
| In Lieu of Police | 2,322,023 | 2,322,023 | 1,973,720 | 1,983,594 | 1,983,590 | 2,869,132 |
| In Lieu of Roads Maintenance | 442,624 | 442,624 | 376,230 | 376,230 | 376,223 | 420,737 |
| In Lieu of Parks Maintenance | 72,229 | 72,229 | 61,395 | 61,395 | 61,395 | 68,788 |
| In Lieu of Crossing Guard | 163,193 | 163,193 | 138,714 | 138,714 | 138,714 | 155,187 |
| Takoma/Langley Rec. Agreement | 125,000 | 125,000 | 93,750 | 79,670 | 79,670 | 87,650 |
| Hotel Motel Tax | 81,325 | 73,685 | 81,765 | 80,000 | 85,900 | 86,000 |
| Cable Franchise Fees | 191,036 | 146,320 | 261,686 | 194,544 | 198,000 | 198,000 |
| Cable--Operating | 67,332 | 51,726 | 68,370 | 75,873 | 71,227 | 72,000 |
| Chesapeake Bay Trust Grant | - | - | - | 20,000 | 18,000 | 2,000 |
| Flower Avenue Green Street Project | - | - | - | - | - | 696,000 |
| Total--Intergovernmental Revenues | 4,696,110 | 4,583,828 | 4,304,639 | 4,294,987 | 4,297,686 | 6,023,571 |

General Fund Revenues

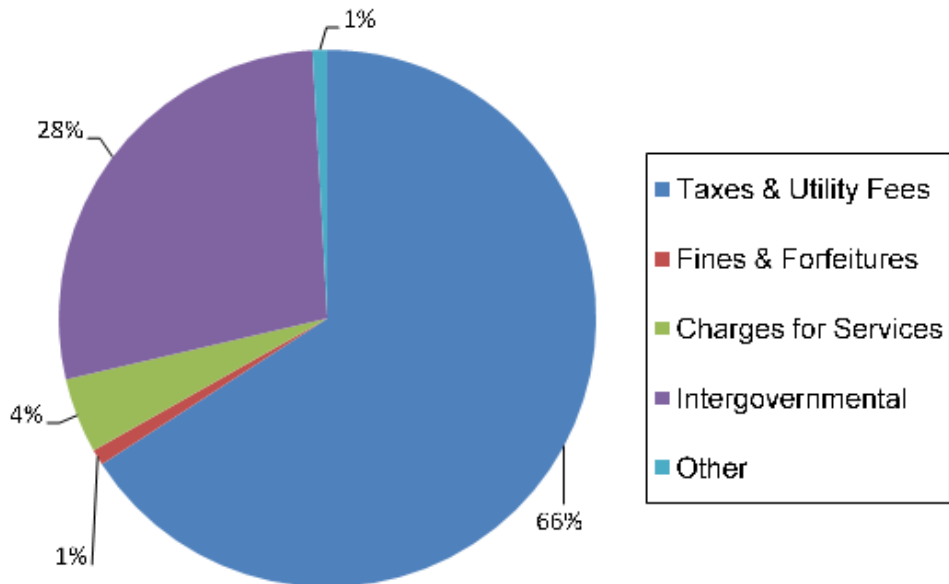
(continued)

| <u>REVENUES BY SOURCE</u> | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| Miscellaneous | | | | | | |
| Tree Fund | 10,000 | 10,000 | 10,000 | 39,000 | 39,000 | 22,000 |
| Sales of Impounded Property | 3,096 | 2,154 | 1,442 | 2,000 | 3,000 | 3,000 |
| Federal Emergency Management | - | 42,518 | 92,125 | 22,680 | 22,680 | - |
| Other | 59,954 | 59,739 | 23,695 | 55,972 | 38,000 | 33,000 |
| Insurance Claims | 394 | 18,743 | 500 | 1,000 | 21,700 | 3,000 |
| Day Laborer Site | 15,000 | - | - | - | - | - |
| Administrative Fees--Parking | 3,825 | 3,045 | 2,865 | 3,000 | 2,500 | 3,000 |
| Federal Grant | 1,876 | 1,135 | - | - | - | - |
| Sale of City Property | 3,300 | 1,564 | 5,986 | 4,000 | 8,000 | 3,000 |
| Donations | 400 | 600 | 508 | 600 | 700 | 11,000 |
| Total--Miscellaneous | 97,845 | 139,498 | 137,121 | 128,252 | 135,580 | 78,000 |
| Total General Fund Revenues | 19,356,421 | 19,354,596 | 19,559,964 | 19,745,596 | 19,927,419 | 21,697,937 |

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.

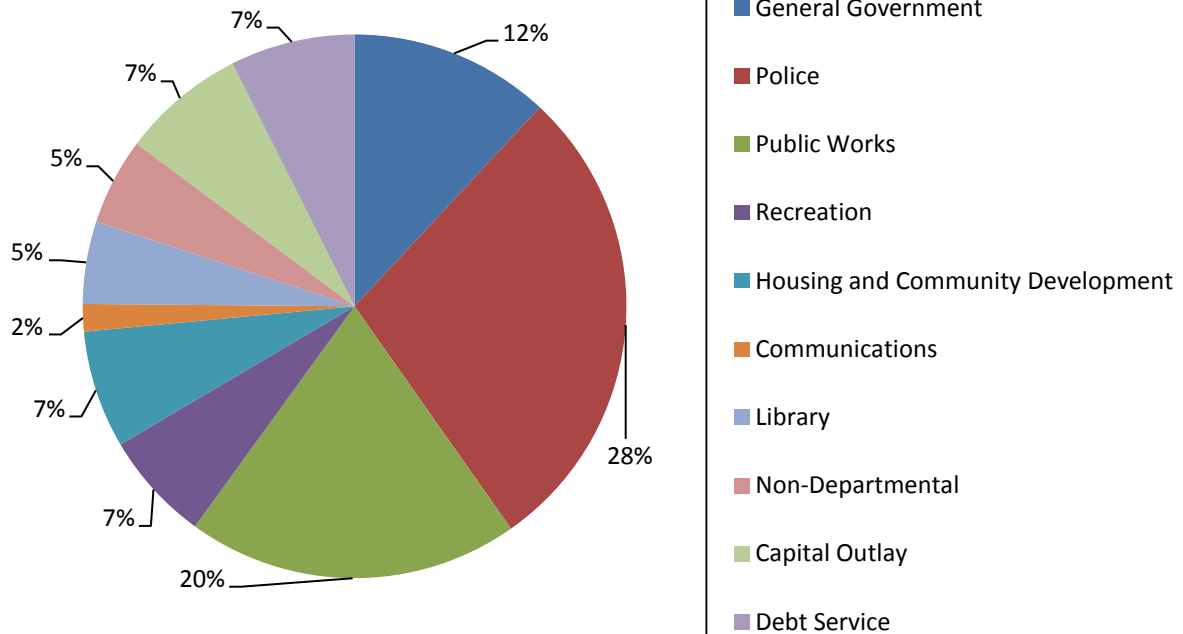
FY13 Budget General Fund Revenues by Type

| | |
|----------------------|---------------------|
| TOTAL | \$21,697,937 |
| Taxes & Utility Fees | \$14,291,337 |
| Fines & Forfeitures | \$207,000 |
| Charges for Services | \$982,125 |
| Intergovernmental | \$6,023,571 |
| Other | \$193,904 |



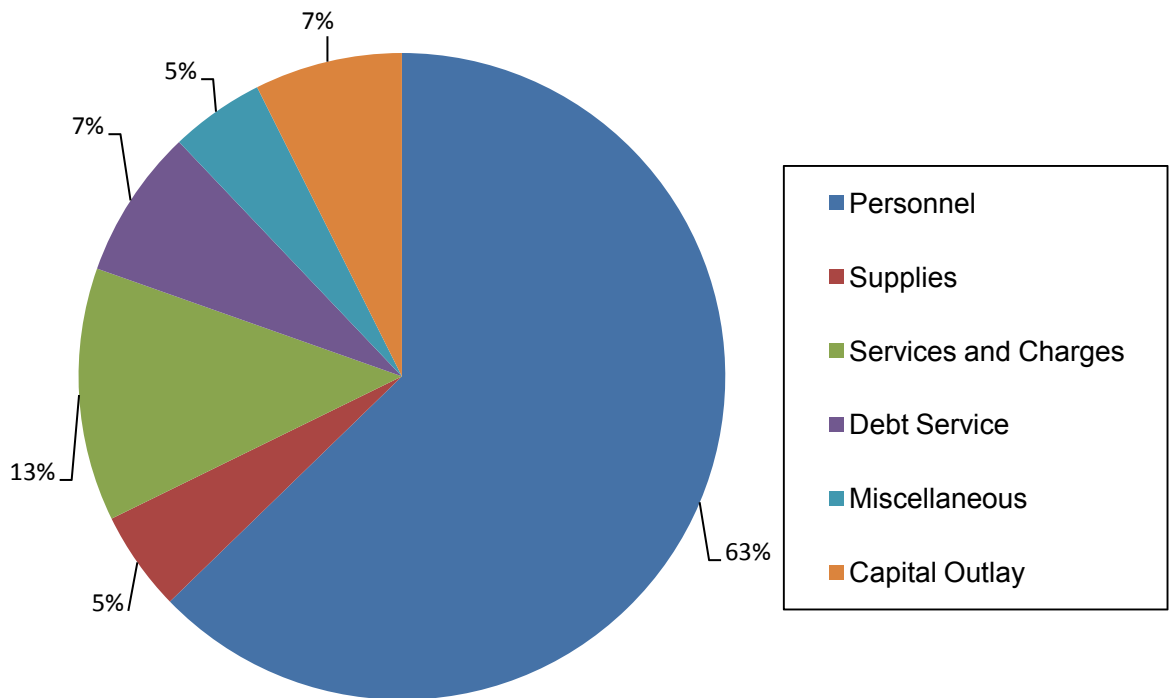
FY13 Budget General Fund Expenditures by Department

| | |
|-----------------------------------|--------------|
| TOTAL EXPENDITURES | \$21,198,377 |
| General Government | \$2,529,727 |
| Police | \$6,000,339 |
| Public Works | \$4,185,890 |
| Recreation | \$1,383,375 |
| Housing and Community Development | \$1,484,044 |
| Communications | \$344,979 |
| Library | \$1,039,203 |
| Non-Departmental | \$1,095,599 |
| Capital Outlay | \$1,563,400 |
| Debt Service | \$1,571,821 |



FY13 Budget General Fund Expenditures by Type

| | |
|----------------------|--------------|
| TOTAL | \$21,198,377 |
| Personnel | \$13,227,813 |
| Supplies | \$1,060,978 |
| Services and Charges | \$2,790,726 |
| Debt Service | \$1,571,821 |
| Miscellaneous | \$983,639 |
| Capital Outlay | \$1,563,400 |



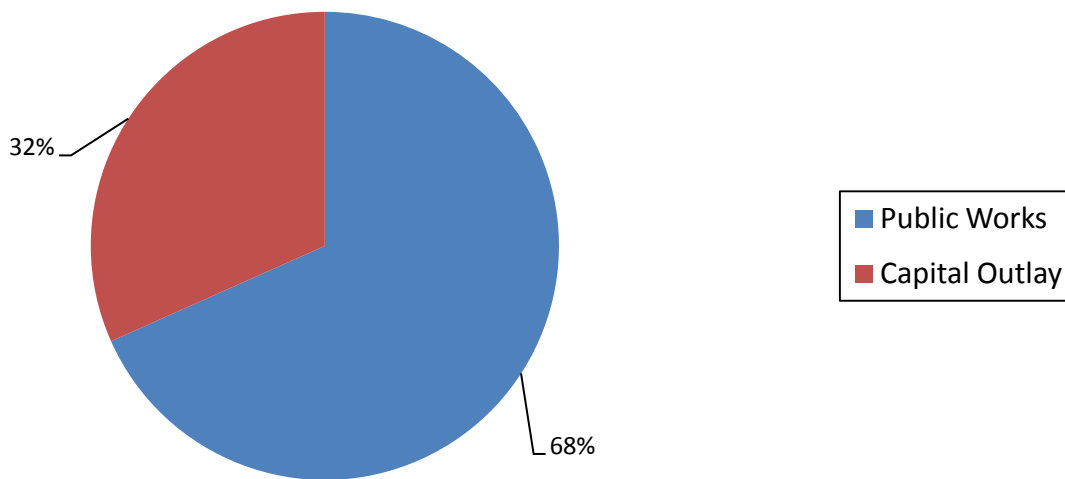
Stormwater Management Fund Summary

| | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | - | - | - | - | - | - |
| Fines and forfeitures | - | - | - | - | - | - |
| Use of money and property | - | - | - | - | - | - |
| Charges for service | 361,155 | 362,815 | 373,657 | 369,000 | 368,000 | 421,845 |
| Intergovernmental | - | 180,225 | 9,486 | - | - | - |
| Miscellaneous | 17,696 | 24,380 | 4,880 | 4,000 | 6,000 | 10,000 |
| Total Revenues | 378,851 | 567,420 | 388,023 | 373,000 | 374,000 | 431,845 |
| <u>EXPENDITURES</u> | | | | | | |
| Public Works | 171,764 | 202,051 | 246,268 | 287,461 | 277,577 | 323,538 |
| Capital outlay | 124,534 | 291,557 | 289,752 | 167,000 | 167,000 | 150,000 |
| Total Expenditures | 296,298 | 493,608 | 536,020 | 454,461 | 444,577 | 473,538 |
| Excess (deficiency) of revenues over expenditures | 82,553 | 73,812 | (147,997) | (81,461) | (70,577) | (41,693) |
| <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 | 82,553 | 73,812 | (147,997) | (81,461) | (70,577) | (41,693) |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | 303,446 | 385,999 | 459,811 | 311,814 | 311,814 | 241,237 |
| End of year | 385,999 | 459,811 | 311,814 | 230,353 | 241,237 | 199,544 |

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.

FY13 Budget Stormwater Management Fund Expenditures by Department

| | |
|--------------------|-----------|
| TOTAL EXPENDITURES | \$473,538 |
| Public Works | \$323,538 |
| Capital Outlay | \$150,000 |

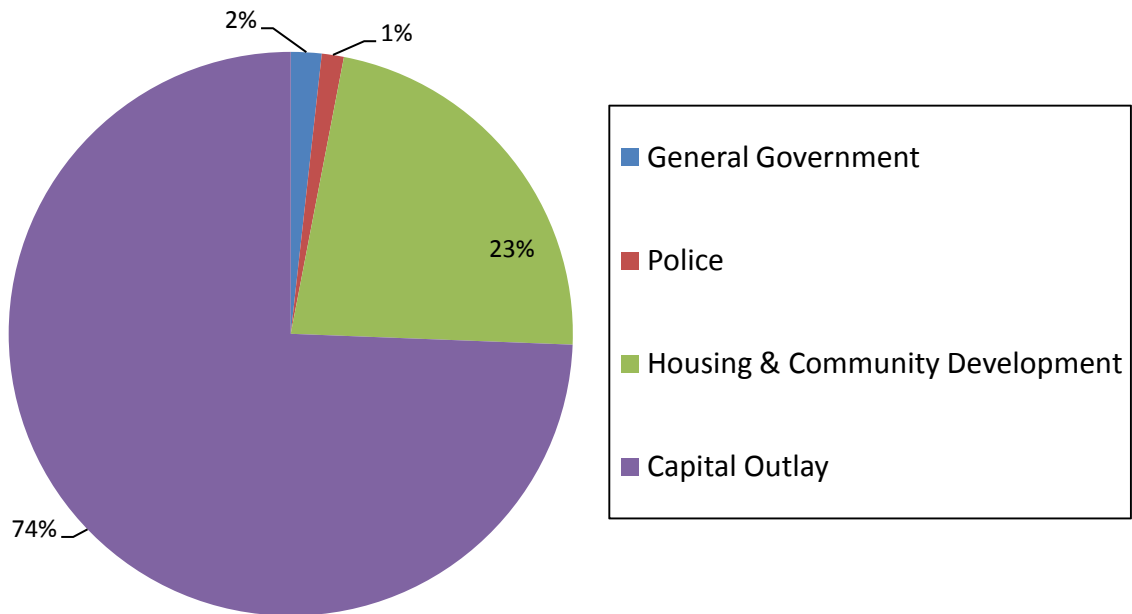


Special Revenue Funds Summary

| | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | - | - | - | - | - | - |
| Fines and forfeitures | - | - | - | - | - | - |
| Use of money and property | - | - | - | - | - | - |
| Charges for service | - | - | - | - | - | - |
| Intergovernmental | 958,798 | 1,177,115 | 1,011,016 | 1,519,424 | 1,299,396 | 1,117,390 |
| Miscellaneous | - | - | - | - | - | - |
| Total Revenues | 958,798 | 1,177,115 | 1,011,016 | 1,519,424 | 1,299,396 | 1,117,390 |
| <u>EXPENDITURES</u> | | | | | | |
| General Government | 75,934 | 422,658 | 118,089 | 120,500 | 120,350 | 10,500 |
| Police | 138,409 | 134,240 | 110,347 | 94,713 | 92,713 | 7,540 |
| Public Works | 232,197 | 146,104 | 3,348 | - | - | - |
| Housing and Community Development | 203,220 | 484,875 | 182,273 | 489,243 | 411,633 | 134,850 |
| Recreation | 12,367 | 4,500 | 5,945 | - | - | - |
| Capital outlay | 124,902 | 527,772 | 25,530 | 359,500 | 222,125 | 444,000 |
| Total Expenditures | 787,029 | 1,720,149 | 445,532 | 1,063,956 | 846,821 | 596,890 |
| Excess (deficiency) of revenues over expenditures | 171,769 | (543,034) | 565,484 | 455,468 | 452,575 | 520,500 |
| <u>OTHER FINANCING SOURCES (USES)</u> | | | | | | |
| Loan proceeds | - | 150,000 | - | - | - | - |
| Operating transfers in (out) | 48,217 | 171,821 | 249 | 131,500 | 127,425 | 27,500 |
| Total Other Financing Sources (Uses) | 48,217 | 321,821 | 249 | 131,500 | 127,425 | 27,500 |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 219,986 | (221,213) | 565,733 | 586,968 | 580,000 | 548,000 |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | 447,557 | 667,543 | 446,330 | 1,012,063 | 1,012,063 | 1,592,063 |
| End of year | 667,543 | 446,330 | 1,012,063 | 1,599,031 | 1,592,063 | 2,140,063 |

FY13 Budget Special Revenue Funds Expenditures by Department

| | |
|---------------------------------|-----------|
| TOTAL EXPENDITURES | \$596,890 |
| General Government | \$10,500 |
| Police | \$7,540 |
| Housing & Community Development | \$134,850 |
| Capital Outlay | \$444,000 |

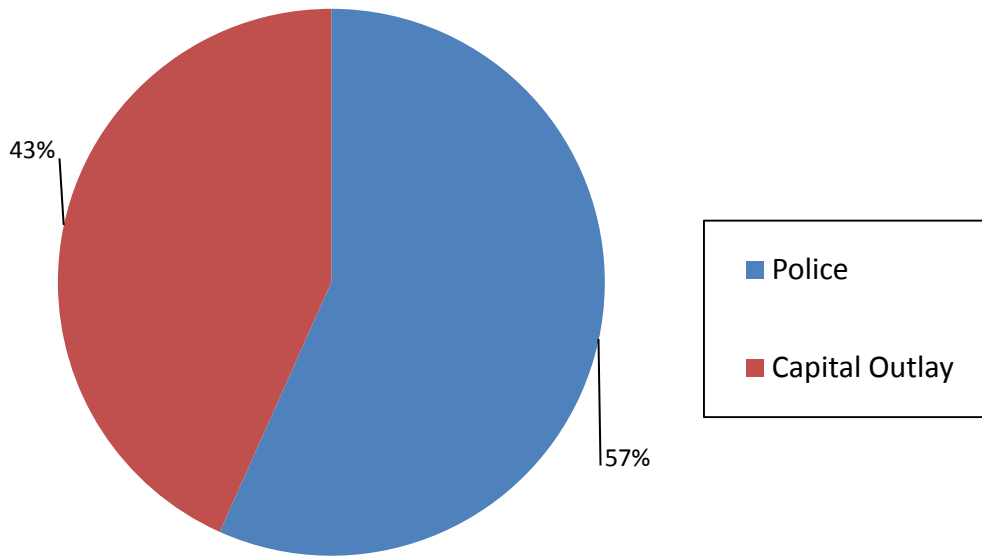


Speed Camera Fund Summary

| | <u>Audited FY09</u> | <u>Audited FY10</u> | <u>Audited FY11</u> | <u>Adopted FY12</u> | <u>Estimated FY12</u> | <u>Adopted FY13</u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | - | - | - | - | - | - |
| Fines and forfeitures | 620,302 | 2,167,224 | 1,734,132 | 2,295,255 | 2,244,884 | 3,017,300 |
| Use of money and property | 18 | 2,537 | 2,836 | 3,500 | 1,560 | 2,110 |
| Charges for service | - | - | - | - | - | - |
| Intergovernmental | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - |
| Total Revenues | 620,320 | 2,169,761 | 1,736,968 | 2,298,755 | 2,246,444 | 3,019,410 |
| <u>EXPENDITURES</u> | | | | | | |
| Police | 251,641 | 999,099 | 1,033,167 | 1,463,714 | 1,432,297 | 1,917,480 |
| Capital Outlay | - | 317,128 | 806,477 | 1,135,000 | 1,050,000 | 1,465,000 |
| Total Expenditures | 251,641 | 1,316,227 | 1,839,644 | 2,598,714 | 2,482,297 | 3,382,480 |
| Excess (deficiency) of revenues over expenditures | 368,679 | 853,534 | (102,676) | (299,959) | (235,853) | (363,070) |
| <u>OTHER FINANCING SOURCE S (USE S)</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 | (102,676) | (299,959) | (235,853) | (363,070) |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | - | 368,679 | 1,222,213 | 1,119,537 | 1,119,537 | 883,684 |
| End of year | 368,679 | 1,222,213 | 1,119,537 | 819,578 | 883,684 | 520,614 |

FY13 Budget Speed Camera Fund Expenditures by Department

| | |
|--------------------|-------------|
| TOTAL EXPENDITURES | \$3,382,480 |
| Police | \$1,917,480 |
| Capital Outlay | \$1,465,000 |



Introduced by: Councilmember Snipper

First Reading: May 14, 2012
Second Reading: May 21, 2012

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2012-21**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2013, BEGINNING
JULY 1, 2012 AND ENDING JUNE 30, 2013**

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 2013 will exceed the constant yield tax rate of \$0.5715; and,

WHEREAS, the required public hearing was held on April 30, 2012.

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, 2012, 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 | \$1.55 per \$100 of assessed valuation |
| Railroad and Public Utilities | \$1.57 per \$100 of assessed valuation" |

SECTION 2. This Ordinance shall be effective July 1, 2012.

Adopted this 21st day of May, 2012, by roll-call vote as follows:

AYES: Williams, Grimes, Male, Daniels-Cohen, Snipper, Schultz

NAYS: Seamens

ABSTAIN: None

ABSENT: None

Introduced by: Councilmember Snipper

First Reading: May 14, 2012

Second Reading: May 21, 2012

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2012-22**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2013, BEGINNING JULY 1, 2012
AND ENDING JUNE 30, 2013**

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 2013, 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 \$55.00.

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, 2012 and ending June 30, 2013. Said budget provides for an appropriation in the amount of \$473,538 for stormwater management activities.

SECTION 4. Use of fund balance in the amount of \$41,693 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, 2012.

Adopted by roll-call vote this 21st day of May, 2012 as follows:

AYES: Williams, Grimes, Male, Daniels-Cohen, Seamens, Snipper, Schultz

NAYS: None

ABSENT: None

ABSTAIN: None

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2012-23**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2013,
BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013**

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 2013 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 16, 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 30, 2012.

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 2013; and,

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, 2012 and ending June 30, 2013.

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

| Fund | Fiscal Year 2013 Appropriation |
|-----------------------|---------------------------------------|
| General Fund | \$21,198,377 |
| Special Revenue Funds | 596,890 |
| Speed Camera Fund | 3,382,480 |
| GRAND TOTAL | \$25,177,747 |

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 | \$27,500 |

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

| Fund | Fiscal Year 2013 Appropriation |
|-------------------|---------------------------------------|
| General Fund | \$ -0- |
| Speed Camera Fund | 363,070 |

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$108,490 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2013 through Fiscal Year 2017 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 \$1,000,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 8. The City Council hereby authorizes the transfer of \$250,000 from the General Fund unreserved fund balance to the Facility Maintenance Reserve.

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 2013 by Ordinance No. 2012-22.

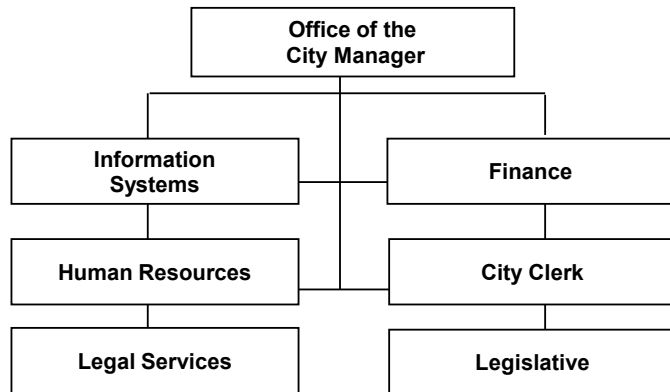
SECTION 9. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 10. This Ordinance shall be effective July 1, 2012.

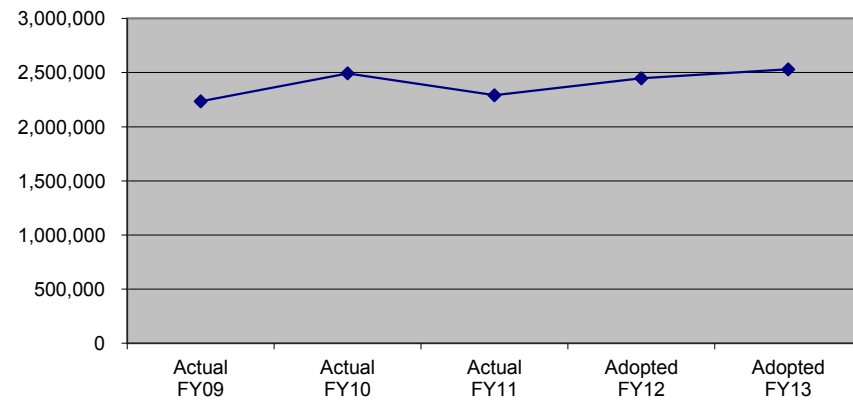
Adopted this 21st day of May, 2012 by roll-call vote as follows:

AYES: Williams, Grimes, Male, Daniels-Cohen, Seamens, Snipper, Schultz
NAYS: None
ABSTAIN: None
ABSENT: None

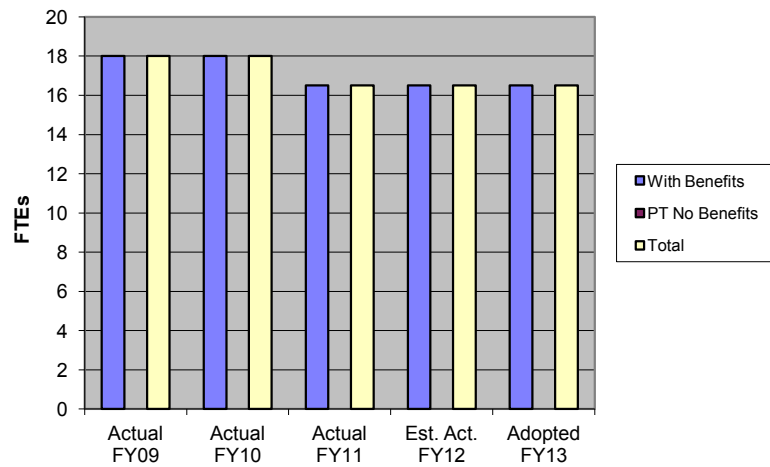
General Government



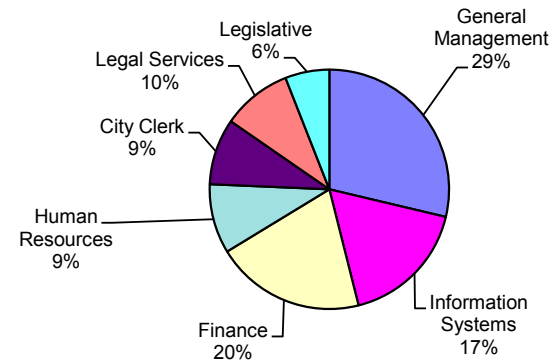
Expenditure History



Staffing Trend (FTEs)



Budget by Division



General Government

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|------------------|------------------|-------------------|------------------|
| Legislative | 126,270 | 183,313 | 168,250 | 150,927 |
| General Management | 676,156 | 664,545 | 645,510 | 726,205 |
| Finance | 468,624 | 515,575 | 512,863 | 511,587 |
| Legal Services | 184,193 | 204,475 | 208,475 | 238,075 |
| Information Systems | 425,481 | 426,480 | 428,643 | 439,371 |
| Human Resources | 210,648 | 234,385 | 224,404 | 237,441 |
| City Clerk | 199,376 | 218,387 | 212,543 | 226,121 |
| Department Total | 2,290,748 | 2,447,160 | 2,400,688 | 2,529,727 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 1,216,512 | 1,219,904 | 1,202,581 | 1,270,562 |
| Fringe Benefits | 422,474 | 478,431 | 448,969 | 447,815 |
| Overtime | 2,417 | 5,500 | 2,000 | 4,250 |
| Contractual Labor | - | 2,000 | - | 1,000 |
| Employee Recognition | 150 | 315 | 450 | - |
| Personnel Subtotal | 1,641,553 | 1,706,150 | 1,654,000 | 1,723,627 |
| Supplies | 20,163 | 33,750 | 29,350 | 26,850 |
| Services and Charges | 519,690 | 554,025 | 569,785 | 639,300 |
| Miscellaneous | 109,342 | 153,235 | 147,553 | 139,950 |
| Department Total | 2,290,748 | 2,447,160 | 2,400,688 | 2,529,727 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------|------------------|------------------|-------------------|------------------|
| Passport Service | 25,550 | 18,500 | 25,000 | 25,000 |
| Investment Earnings | 44,111 | 60,000 | 44,000 | 44,000 |
| Subtotal | 69,661 | 78,500 | 69,000 | 69,000 |
| General Fund | 2,221,087 | 2,368,660 | 2,331,688 | 2,460,727 |
| Department Total | 2,290,748 | 2,447,160 | 2,400,688 | 2,529,727 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| General Management | 4.50 | 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 | 2.38 |
| Department Total FTEs | 16.50 | 16.50 | 16.50 | 16.88 |

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 FY12:

- Departmental expenditures are expected to be \$46,472 less than budget.
- The variance is primarily attributable to less than anticipated costs for personnel due to staff vacancies.

FY13 Budget Highlights:

- Departmental expenditures are \$82,567 higher — an increase of 3.4 percent — compared to budgeted expenditures for FY12. The variance is primarily attributable to higher contractual costs in several divisions.
- FTEs remain unchanged.
- Approximately 68 percent of departmental expenditures are personnel related. On a budget to budget basis, personnel expenditures are flat.
- Approximately 25 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 up by \$85,275 compared to budgeted expenditures for FY12. A contributing factor to the variance is funding in the amount of \$40,000 for the third iteration of the Takoma Park Resident Survey.

- Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.

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.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$15,063 less than budget.
- The variance is primarily attributable to lower than anticipated costs for City Council cell phones, City board and commission activities, City Council meetings and functions, and expenses for the November 2011 election.

FY13 Budget Highlights:

- Division expenditures are \$32,386 lower — a decrease of 17.7 percent — compared to budgeted expenditures for FY12. The variance is primarily due to a non-recurring contribution made to the Maryland State Pension and Retirement System on behalf of certain Councilmembers in the prior year.
- Approximately 55 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 26 percent of division expenditures. This category includes the cost of cell phones for the City Council (\$3,500) and contractual lobbying assistance (\$35,000). Contractual lobbying assistance will continue to supplement staff resources in addressing legislative matters of concern to the City.
- Approximately 18 percent of division expenditures are categorized as miscellaneous. This category includes conference expenses (\$13,000),

costs to conduct the July 2012 election (\$3,000), and funding to support the work of Council appointed boards and commissions (\$5,000).

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|----------------|----------------|----------------|
| Legislative | 126,270 | 183,313 | 168,250 | 150,927 |
| Division Total | 126,270 | 183,313 | 168,250 | 150,927 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|----------------|----------------|----------------|----------------|
| Wages | 73,282 | 73,000 | 74,913 | 72,424 |
| Fringe Benefits | 5,607 | 34,263 | 29,237 | 11,153 |
| Overtime | - | - | - | - |
| Personnel Subtotal | 78,889 | 107,263 | 104,150 | 83,577 |
| Supplies | 65 | 250 | 200 | 200 |
| Services and Charges | 29,610 | 31,300 | 30,400 | 39,500 |
| Miscellaneous | 17,706 | 44,500 | 33,500 | 27,650 |
| Division Total | 126,270 | 183,313 | 168,250 | 150,927 |

General Government

Division Summary – General Management

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| General Management | 676,156 | 664,545 | 645,510 | 726,205 |
| Division Total | 676,156 | 664,545 | 645,510 | 726,205 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 395,988 | 378,065 | 381,225 | 411,172 |
| Fringe Benefits | 151,823 | 160,365 | 143,325 | 153,158 |
| Overtime | 128 | 500 | - | - |
| Contractual Labor | - | 2,000 | - | 1,000 |
| Employee Recognition | - | 105 | 100 | - |
| Personnel Subtotal | 547,939 | 541,035 | 524,650 | 565,330 |
| Supplies | 7,347 | 14,000 | 13,100 | 10,700 |
| Services and Charges | 57,796 | 48,750 | 47,000 | 87,000 |
| Miscellaneous | 63,074 | 60,760 | 60,760 | 63,175 |
| Division Total | 676,156 | 664,545 | 645,510 | 726,205 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 4.50 | 4.50 | 4.50 | 4.50 |
| FTEs without benefits | - | - | - | - |
| Division Total | 4.50 | 4.50 | 4.50 | 4.50 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| City Manager | 1.00 | 1.00 |
| Deputy City Manager | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 |
| Management Assistant | - | 0.50 |
| Administrative Assistant I | 1.50 | 1.00 |
| 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 FY12:

- Division expenditures are expected to be \$19,035 less than budget. Personnel costs for fringe benefits were less than anticipated.

FY13 Budget Highlights:

- Division expenditures are \$61,660 higher — an increase of 9.3 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is attributable to personnel costs and contractual costs. The FY13 budget includes one-half of the cost of a new full-time Management Assistant position to be shared with the Housing and Community Development Department. Contractual costs include \$40,000 for the third iteration of the Takoma Park Resident Survey
- Division FTEs remain unchanged. A part-time administrative position was transferred to the Recreation Department, offsetting the addition of the new Management Assistant position.
- Approximately 78 percent of division expenditures are personnel related.

- Services and charges account for 12 percent of division expenditures. This category includes telephone and cell phone charges (\$15,250), copying/printing costs (\$16,000), and an allocation for the third iteration of the Takoma Park Resident Survey (\$40,000).
- 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 \$40,475.

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 FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Finance | 468,624 | 515,575 | 512,863 | 511,587 |
| Division Total | 468,624 | 515,575 | 512,863 | 511,587 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 287,702 | 309,421 | 310,335 | 311,014 |
| Fringe Benefits | 91,511 | 99,949 | 98,011 | 93,873 |
| Overtime | 33 | 1,000 | 500 | 1,000 |
| Employee Recognition | 50 | 55 | 200 | - |
| Personnel Subtotal | 379,296 | 410,425 | 409,046 | 405,887 |
| Supplies | 2,381 | 3,000 | 3,000 | 5,000 |
| Services and Charges | 84,209 | 94,850 | 94,567 | 93,250 |
| Miscellaneous | 2,738 | 7,300 | 6,250 | 7,450 |
| Division Total | 468,624 | 515,575 | 512,863 | 511,587 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$2,712 less than budget.

FY13 Budget Highlights:

- Division expenditures are \$3,988 lower — a decrease of 0.8 percent — compared to budgeted expenditures for FY12.
- The variance is primarily due to a decrease in fringe benefit costs, resulting from the reduction in the City's required pension contribution to the State retirement plan.
- Division FTEs remain unchanged.
- Approximately 79 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 \$68,300 or about 13 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 | 4,868 | 4,880 |
| Number of accounts payable checks issued | 3,377 | 3,822 | 3,800 |
| Number of stormwater bills issued | 4,153 | 3,882 | 3,882 |
| Number of rental license bills issued | 390 | 430 | 422 |
| Number of refuse bills issued | 239 | 223 | 225 |

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. The City has specialized counsel for employment and labor matters.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$4,000 more than budget.

FY13 Budget Highlights:

- Division expenditures are \$33,600 higher — an increase of 16.4 percent — compared to budgeted expenditures for FY12.
- The variance is primarily due to work associated with the Washington Adventist Hospital Certificate of Need application.
- The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) 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 \$235,000 is included for legal services. Of this amount, \$190,000 is for services provided by the City Attorney's Office and \$45,000 is for services provided by Kollman & Saucier.
- 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 about 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.
- Complete City personnel policies/procedures project.

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Legal | 184,193 | 204,475 | 208,475 | 238,075 |
| Division Total | 184,193 | 204,475 | 208,475 | 238,075 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | - | - | - | - |
| Fringe Benefits | - | - | - | - |
| Overtime | - | - | - | - |
| Personnel Subtotal | - | - | - | - |
| Supplies | - | - | - | - |
| Services and Charges | 184,143 | 203,000 | 207,000 | 235,000 |
| Miscellaneous | 50 | 1,475 | 1,475 | 3,075 |
| Division Total | 184,193 | 204,475 | 208,475 | 238,075 |

General Government

Division Summary – Information Systems

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Information Systems | 425,481 | 426,480 | 428,643 | 439,371 |
| Division Total | 425,481 | 426,480 | 428,643 | 439,371 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 196,498 | 193,888 | 194,295 | 196,659 |
| Fringe Benefits | 80,024 | 84,592 | 85,408 | 84,012 |
| Overtime | 1,647 | 2,000 | 1,500 | 2,000 |
| Personnel Subtotal | 278,169 | 280,480 | 281,203 | 282,671 |
| Supplies | 7,458 | 7,100 | 7,100 | 6,800 |
| Services and Charges | 136,140 | 131,500 | 132,940 | 142,500 |
| Miscellaneous | 3,714 | 7,400 | 7,400 | 7,400 |
| Division Total | 425,481 | 426,480 | 428,643 | 439,371 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|-----------------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$2,163 higher than budget. This is attributable to additional software support costs.

FY13 Budget Highlights:

- Division expenditures are \$12,891 higher — an increase of approximately 3.0 percent — compared to budgeted expenditures for FY12.
- The majority of the variance is attributable to increases in Services & Charges for software maintenance and disaster recovery initiatives.
- Division FTEs remain unchanged.
- Approximately 64 percent of division expenditures are personnel costs.
- Other major division expenditures include computer software maintenance charges (\$75,000) and internet connectivity charges (\$12,500). Combined, these account for 20 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 FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of digital phones supported | 155 | 160 | 160 |
| Number of cell phones supported (SmartPhones) | 63 | 65 | 65 |
| Number of voice mail boxes supported | 190 | 195 | 195 |
| Number of phone system moves, adds, and changes | 35 | 45 | 65 |
| Number of computers supported | 149 | 155 | 160 |
| Number of servers | 45 | 50 | 50 |
| Number of laptop computers supported | 23 | 25 | 25 |
| Number of printers and copiers | 50 | 45 | 45 |
| Number of Help Desk calls | 2,175 | 2,500 | 3,000 |

General Government

Division Summary – Human Resources

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Human Resources | 210,648 | 234,385 | 224,404 | 237,441 |
| Division Total | 210,648 | 234,385 | 224,404 | 237,441 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 133,903 | 134,991 | 112,233 | 133,540 |
| Fringe Benefits | 40,753 | 42,439 | 36,700 | 49,551 |
| Overtime | 311 | 1,000 | - | 250 |
| Contractual Labor | - | - | - | - |
| Employee Recognition | - | 155 | 150 | - |
| Personnel Subtotal | 174,967 | 178,585 | 149,083 | 183,341 |
| Supplies | 1,192 | 6,100 | 2,450 | 750 |
| Services and Charges | 17,749 | 25,250 | 41,003 | 28,900 |
| Miscellaneous | 16,740 | 24,450 | 31,868 | 24,450 |
| Division Total | 210,648 | 234,385 | 224,404 | 237,441 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 a wide range of human resources activities, including employee recruitment, benefits administration, employee training, and policy development and administration. Oversees the City's risk management program.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$9,981 less than budget.
- The variance is primarily attributable to staff vacancies.

FY13 Budget Highlights:

- Division expenditures are \$3,056 higher — an increase of 1.3 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to increases in fringe benefit costs, anticipating that new staff members may elect a higher cost type of coverage, and contractual costs related to executive search firm services to replace the retiring Police Chief.
- Approximately 77 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 12 percent of division expenditures. This category includes the cost of the City's online performance appraisal system (\$12,500) and a continuation of executive search firm services for the City's new police chief that got underway in FY12.
- Approximately ten percent of division expenditures are categorized as miscellaneous. This category includes \$20,000 for job announcements, background checks, and other employee recruitment costs.

Management Objectives:

- Administer the City's on-line performance management system.
- Working with legal counsel, complete review and update of the City's personnel policies and procedures.
- Develop a structured risk management and loss control program to prevent losses and to keep the City's insurance premiums as low as possible.
- Develop a structured employee wellness program to improve employee health, morale, and productivity and to contain the City's health care costs.
- Enhance level of customer service, both internally and externally.

Performance/Workload Measures:

To be determined by new Human Resources Director

General Government

Division Summary – City Clerk

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| City Clerk | 199,376 | 218,387 | 212,543 | 226,121 |
| Division Total | 199,376 | 218,387 | 212,543 | 226,121 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 129,139 | 130,539 | 129,580 | 145,753 |
| Fringe Benefits | 52,756 | 56,823 | 56,288 | 56,068 |
| Overtime | 298 | 1,000 | - | 1,000 |
| Contractual Labor | - | - | - | - |
| Employee Recognition | 100 | - | - | - |
| Personnel Subtotal | 182,293 | 188,362 | 185,868 | 202,821 |
| Supplies | 1,720 | 3,300 | 3,500 | 3,400 |
| Services and Charges | 10,043 | 19,375 | 16,875 | 13,150 |
| Miscellaneous | 5,320 | 7,350 | 6,300 | 6,750 |
| Division Total | 199,376 | 218,387 | 212,543 | 226,121 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 2.00 | 2.00 | 2.00 | 2.00 |
| FTEs without benefits | - | - | - | 0.38 |
| Division Total | 2.00 | 2.00 | 2.00 | 2.38 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| City Clerk | 1.00 | 1.00 |
| Assistant City Clerk | 1.00 | 1.00 |
| Office Assistant | - | 0.38 |
| Division Total FTEs | 2.00 | 2.38 |

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 tasks.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$5,844 lower than budget.
- The variance is primarily attributable to lower than anticipated costs for overtime, contractual costs, and postage.

FY13 Budget Highlights:

- Division expenditures are \$7,734 higher — an increase of 3.5 percent — compared to budgeted expenditures for FY12.
- Division FTEs increase by 0.38.
- Approximately 90 percent of division expenditures are personnel related.
- Services and charges account for six percent of division expenditures. This category includes \$3,500 for updates to the City Code.

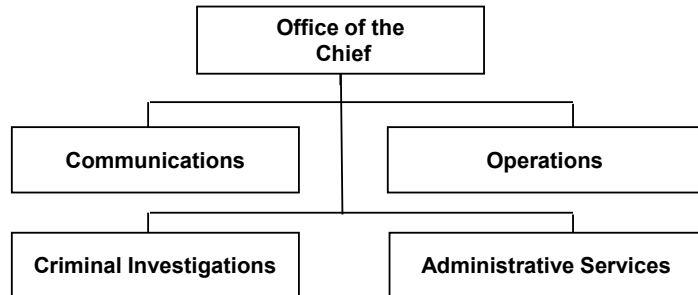
Management Objectives:

- Conduct the Ward 5 Special Election (July 2012) in coordination with the Board of Elections.
- Focus on transparency of Council actions and ease of access to records.
- Continue to support board, commission, and committee meetings, membership, and activities.

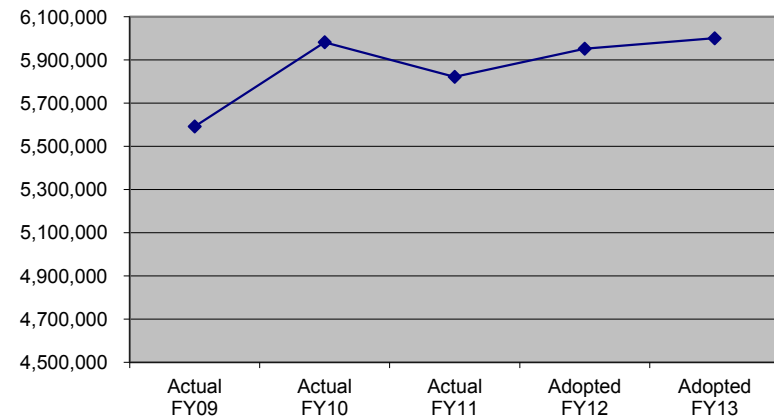
Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of candidates for office processed | No Election | 11 | 3 |
| Percentage of voter turnout (Elections in 11/11 and 7/12 Special) | No Election | 18.6% | 15% |
| Number of Council meetings supported | 44 | 44 | 44 |
| Number of other meetings supported | 28 | 35 | 30 |

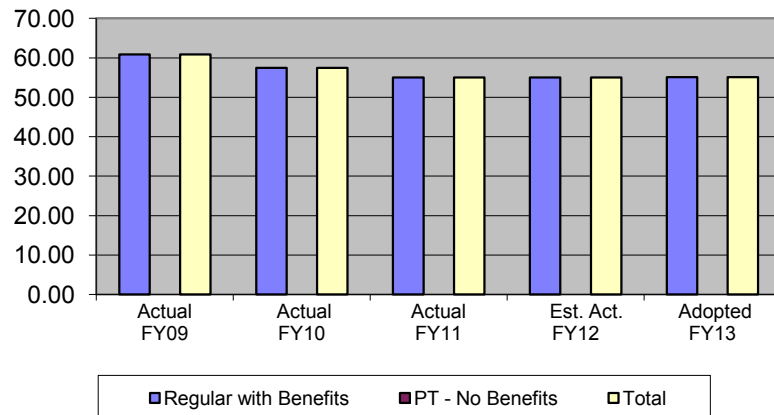
Police



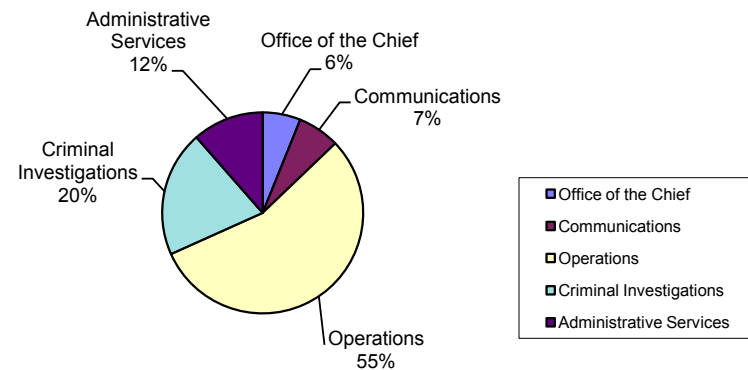
Expenditure History



Staffing Trend (FTEs)



BUDGET BY DIVISION



Police

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|------------------|------------------|-------------------|------------------|
| Office of the Chief | 484,555 | 492,711 | 520,217 | 366,218 |
| Communications | 390,048 | 402,368 | 406,008 | 404,906 |
| Operations | 3,193,163 | 3,320,989 | 3,265,145 | 3,326,245 |
| Criminal Investigations | 1,208,794 | 1,166,311 | 1,217,323 | 1,215,450 |
| Administrative Services | 545,238 | 569,705 | 567,188 | 687,520 |
| Department Total | 5,821,798 | 5,952,084 | 5,975,881 | 6,000,339 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 3,311,210 | 3,316,715 | 3,363,806 | 3,322,031 |
| Car and Clothing Allowances | 78,615 | 78,890 | 78,840 | 67,890 |
| Fringe Benefits | 1,624,864 | 1,725,359 | 1,686,122 | 1,725,735 |
| Overtime | 286,260 | 244,500 | 289,524 | 268,300 |
| Overtime--Training | 49,642 | 43,500 | 46,300 | 43,500 |
| Overtime--Holiday | 447 | 18,500 | 4,500 | 19,000 |
| Night Differential | 58,987 | 65,500 | 55,700 | 66,000 |
| Employee Recognition | 900 | 3,215 | 2,250 | 1,400 |
| Personnel Subtotal | 5,410,925 | 5,496,179 | 5,527,042 | 5,513,856 |
| Supplies | 197,919 | 232,500 | 229,257 | 257,133 |
| Services and Charges | 154,180 | 164,555 | 161,682 | 165,000 |
| Miscellaneous | 58,774 | 58,850 | 57,900 | 64,350 |
| Department Total | 5,821,798 | 5,952,084 | 5,975,881 | 6,000,339 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------|------------------|------------------|-------------------|------------------|
| Police Protection (State) | 261,254 | 261,254 | 261,254 | 261,254 |
| County Police Rebate | 881,162 | 922,170 | 922,170 | 949,860 |
| In Lieu of Police | 1,973,720 | 1,983,594 | 1,983,590 | 2,869,132 |
| In Lieu of Crossing Guard | 138,714 | 138,714 | 138,714 | 155,187 |
| Summons and Fines | 243,271 | 218,800 | 179,700 | 192,000 |
| Public Parking Facilities | 54,950 | 46,000 | 55,000 | 60,000 |
| Parking Permits | 9,294 | 8,000 | 8,000 | 9,300 |
| Parking Administrative Fees | 2,865 | 3,000 | 2,500 | 3,000 |
| Subtotal | 3,565,230 | 3,581,532 | 3,550,928 | 4,499,733 |
| General Fund | 2,256,568 | 2,370,552 | 2,424,953 | 1,500,606 |
| Department Total | 5,821,798 | 5,952,084 | 5,975,881 | 6,000,339 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| Office of the Chief | 2.88 | 2.88 | 2.88 | 1.88 |
| Communications | 5.00 | 5.00 | 5.00 | 5.00 |
| Operations | 29.00 | 30.00 | 30.00 | 30.00 |
| Criminal Investigations | 11.00 | 10.00 | 10.00 | 10.80 |
| Administrative Services | 7.11 | 7.11 | 7.11 | 7.41 |
| Department Total FTEs | 54.99 | 54.99 | 54.99 | 55.09 |

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 FY12:

- Departmental expenditures are expected to be \$23,797 more than budget.
- The variance is attributable to higher than anticipated overtime costs, resulting from staff absences and court appearances.

FY13 Budget Highlights:

- Departmental expenditures are \$48,255 higher — an increase of 0.8 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to increased funding for overtime and to higher prices for gasoline.
- Departmental FTEs increase 0.10 due to the creation of a substitute crossing guard position.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$17,677 compared to budgeted expenditures for FY12.

- The City's contribution rate to the Police Employees' Retirement Plan decreased from 34.83 percent to 34.18 percent based on the July 2011 actuarial valuation.
- Supplies account for about four percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles (\$146,160) and vehicle repair materials (\$46,673).
- 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 \$53,000. Telephone and cell phone charges total \$41,000.



Police

Division Summary – Office of the Chief

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Office of the Chief | 484,555 | 492,711 | 520,217 | 366,218 |
| Division Total | 484,555 | 492,711 | 520,217 | 366,218 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 265,359 | 266,783 | 276,730 | 176,474 |
| Car and Clothing Allowances | 3,240 | 3,000 | 3,000 | 1,500 |
| Fringe Benefits | 107,412 | 109,973 | 126,503 | 67,044 |
| Overtime | - | - | 2,524 | 2,500 |
| Employee Recognition | - | 1,605 | - | 50 |
| Personnel Subtotal | 376,011 | 381,361 | 408,757 | 247,568 |
| Supplies | 3,933 | 5,000 | 7,220 | 7,300 |
| Services and Charges | 50,357 | 53,500 | 53,040 | 53,500 |
| Miscellaneous | 54,254 | 52,850 | 51,200 | 57,850 |
| Division Total | 484,555 | 492,711 | 520,217 | 366,218 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 2.88 | 2.88 | 2.88 | 1.88 |
| FTEs without benefits | - | - | - | - |
| Division Total | 2.88 | 2.88 | 2.88 | 1.88 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| Chief of Police | 1.00 | 1.00 |
| Police Captain | 1.00 | 0.00 |
| PIO/Executive Assistant | 0.88 | 0.88 |
| Division Total FTEs | 2.88 | 1.88 |

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 FY12:

- Division expenditures are expected to be \$27,506 more than budget.
- The variance is primarily attributable to higher than anticipated personnel costs due to the payout of a retiring employee's accrued but unused vacation leave.

FY13 Budget Highlights:

- Division expenditures are \$126,493 lower — a decrease of 25.7 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to a decrease in personnel costs.
- Division FTEs decrease by 1.0 due to an organizational restructuring.
- Approximately 68 percent of division expenditures are personnel related.
- Services and charges account for about 15 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$53,040.
- Approximately 16 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$15,000).

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 | | | |
|-------------------------|---------------|------------|------------|------------|
| | 2008 | 2009 | 2010 | 2011 |
| Homicide | - | - | - | 1 |
| Rape | 4 | 5 | 1 | 3 |
| Robbery | 80 | 54 | 48 | 32 |
| Aggravated Assault | 38 | 45 | 26 | 26 |
| Personal Crime (Total) | 122 | 104 | 75 | 62 |
| Burglary | 135 | 112 | 150 | 109 |
| Larceny | 383 | 470 | 364 | 317 |
| Motor Vehicle Theft | 99 | 78 | 63 | 77 |
| Property Crime (Total) | 617 | 660 | 577 | 503 |
| UCR Part I Total | 739 | 764 | 652 | 565 |

Police

Division Summary – Communications

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Communications | 390,048 | 402,368 | 406,008 | 404,906 |
| Division Total | 390,048 | 402,368 | 406,008 | 404,906 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 239,253 | 242,567 | 244,703 | 242,085 |
| Car and Clothing Allowances | 2,640 | 2,400 | 3,850 | 2,400 |
| Fringe Benefits | 90,141 | 94,401 | 94,975 | 97,771 |
| Overtime | 11,581 | 17,500 | 14,000 | 17,500 |
| Overtime--Training | 861 | 1,000 | 300 | 1,000 |
| Overtime--Holiday | 175 | 2,500 | 2,000 | 2,000 |
| Night Differential | 9,795 | 11,000 | 8,500 | 11,000 |
| Employee Recognition | 50 | - | - | 150 |
| Personnel Subtotal | 354,496 | 371,368 | 368,328 | 373,906 |
| Supplies | 1,957 | 2,000 | 2,680 | 2,000 |
| Services and Charges | 33,595 | 29,000 | 35,000 | 29,000 |
| Miscellaneous | - | - | - | - |
| Division Total | 390,048 | 402,368 | 406,008 | 404,906 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$3,640 more than budget.
- The variance is attributable to higher than anticipated costs for radio systems.

FY13 Budget Highlights:

- Division expenditures are \$2,538 higher — an increase of less than one percent — compared to budgeted expenditures for FY12.
- 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 wireless internet access for the in-car computer systems (\$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 2010 | Calendar 2011 | Projected 2012 |
|--|---------------|---------------|----------------|
| Number of calls for service dispatched | 17,950 | 21,495 | 21,700 |

Police

Division Summary – Operations

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|------------------|------------------|-------------------|------------------|
| Operations | 3,193,163 | 3,320,989 | 3,265,145 | 3,326,245 |
| Division Total | 3,193,163 | 3,320,989 | 3,265,145 | 3,326,245 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 1,773,765 | 1,842,881 | 1,830,992 | 1,838,145 |
| Car and Clothing Allowances | 53,580 | 52,980 | 49,980 | 46,480 |
| Fringe Benefits | 962,592 | 1,029,328 | 967,516 | 1,014,110 |
| Overtime | 185,322 | 145,000 | 180,000 | 161,300 |
| Overtime--Training | 35,716 | 40,000 | 39,000 | 40,000 |
| Overtime--Holiday | 85 | 9,000 | 1,000 | 9,000 |
| Night Differential | 38,120 | 42,000 | 39,000 | 42,000 |
| Employee Recognition | 550 | 1,000 | 1,100 | 650 |
| Personnel Subtotal | 3,049,730 | 3,162,189 | 3,108,588 | 3,151,685 |
| Supplies | 139,934 | 155,300 | 154,957 | 171,060 |
| Services and Charges | 2,282 | 2,000 | 100 | 2,000 |
| Miscellaneous | 1,217 | 1,500 | 1,500 | 1,500 |
| Division Total | 3,193,163 | 3,320,989 | 3,265,145 | 3,326,245 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 29.00 | 30.00 | 30.00 | 30.00 |
| FTEs without benefits | - | - | - | - |
| Division Total | 29.00 | 30.00 | 30.00 | 30.00 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-----------------------------|-----------------|-----------------|
| Police Lieutenant | 1.00 | 1.00 |
| Police Sergeant | 4.00 | 4.00 |
| Police Officer | 24.00 | 24.00 |
| Nuisance Control Specialist | 1.00 | 1.00 |
| Division Total FTEs | 30.00 | 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 FY12:

- Division expenditures are expected to be \$55,844 lower than budget.
- The variance is primarily attributable lower than anticipated fringe benefit costs.

FY13 Budget Highlights:

- Division expenditures are \$5,256 higher — an increase of 0.2 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to increased funding for overtime.
- Division FTEs remain unchanged.
- Approximately 95 percent of division expenditures are personnel related.
- Supplies account for five percent of division expenditures. They include gasoline (\$94,800) and expenses related to vehicle repairs (\$38,000).

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 2010 | Calendar 2011 | Projected 2012 |
|--|---------------|---------------|----------------|
| Hours of bike patrol | 115.5 | 148.5 | 220 |
| Hours of foot patrol | 3,801.4 | 3,240 | 3,400 |
| Number of DUI arrests | 31 | 40 | 45 |
| Number of criminal and warrant arrests | 464 | 545 | 500 |
| Number of calls for service handled | 13,560 | 14,390 | 14,900 |
| Number of traffic stops | 4,390 | 7,105 | 6,800 |

Police

Division Summary – Criminal Investigations

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------|------------------|------------------|-------------------|------------------|
| Criminal Investigations | 1,208,794 | 1,166,311 | 1,217,323 | 1,215,450 |
| Division Total | 1,208,794 | 1,166,311 | 1,217,323 | 1,215,450 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 744,032 | 673,959 | 717,874 | 712,668 |
| Car and Clothing Allowances | 15,375 | 16,500 | 18,000 | 12,480 |
| Fringe Benefits | 317,598 | 340,192 | 347,149 | 341,909 |
| Overtime | 79,567 | 75,000 | 85,000 | 80,000 |
| Overtime--Training | 12,315 | 1,000 | 6,000 | 1,000 |
| Overtime--Holiday | - | 7,000 | - | 7,000 |
| Night Differential | 10,385 | 12,500 | 8,000 | 12,500 |
| Employee Recognition | 150 | 60 | 300 | 300 |
| Personnel Subtotal | 1,179,422 | 1,126,211 | 1,182,323 | 1,167,857 |
| Supplies | 29,390 | 37,600 | 33,000 | 42,593 |
| Services and Charges | 122 | 2,500 | 2,000 | 5,000 |
| Miscellaneous | (140) | - | - | - |
| Division Total | 1,208,794 | 1,166,311 | 1,217,323 | 1,215,450 |

| Staffing by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------------|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 11.00 | 10.00 | 10.00 | 10.80 |
| FTEs without benefits | - | - | - | - |
| Division Total | 11.00 | 10.00 | 10.00 | 10.80 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| Police Lieutenant | 1.00 | 1.00 |
| Police Sergeant | 2.00 | 2.00 |
| Police Officer | 5.00 | 5.00 |
| Victim/Witness Coordinator | 1.00 | 1.00 |
| Crime Analyst | 1.00 | 1.00 |
| Evidence Specialist | 0.00 | 0.80 |
| Division Total FTEs | 10.00 | 10.80 |

Police

Division: Criminal Investigations

Division Purpose:

Conduct 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 FY12:

- Division expenditures are expected to be \$51,012 more than budget.
- The variance is attributable to personnel costs, resulting from transfers between divisions and higher than anticipated overtime.

FY13 Budget Highlights:

- Division expenditures are \$49,139 higher—an increase of 4.2 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is attributable to personnel costs.
- Division FTEs increase by 0.80 due to the transfer of an employee from the Administrative Services Division.
- Approximately 96 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 2010 | Calendar 2011 | Projected 2012 |
|--|---------------|---------------|----------------|
| Number of cases assigned | 292 | 310 | 230 |
| Number of cases closed | 78 | 126 | 101 |
| Number of cases exceptionally cleared | 37 | 16 | 17 |
| Closure/clearance percentage | 39 | 45.8 | 48 |
| Number of search warrants obtained | 34 | 7 | 8 |
| Number of arrest warrants obtained | 28 | 56 | 30 |
| Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator | 876 | 1,028 | 970 |
| Number of court room accompaniments by Victim Assistance Coordinator | 44 | 55 | 54 |

Police

Division Summary – Administrative Services

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------|----------------|-----------------|-------------------|-----------------|
| Administrative Services | 545,238 | 569,705 | 567,188 | 687,520 |
| Division Total | 545,238 | 569,705 | 567,188 | 687,520 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 288,801 | 290,525 | 293,507 | 352,659 |
| Car and Clothing Allowances | 3,780 | 4,010 | 4,010 | 5,030 |
| Fringe Benefits | 147,121 | 151,465 | 149,979 | 204,901 |
| Overtime | 9,790 | 7,000 | 8,000 | 7,000 |
| Overtime--Training | 750 | 1,500 | 1,000 | 1,500 |
| Overtime--Holiday | 187 | - | 1,500 | 1,000 |
| Night Differential | 687 | - | 200 | 500 |
| Employee Recognition | 150 | 550 | 850 | 250 |
| Personnel Subtotal | 451,266 | 455,050 | 459,046 | 572,840 |
| Supplies | 22,705 | 32,600 | 31,400 | 34,180 |
| Services and Charges | 67,824 | 77,555 | 71,542 | 75,500 |
| Miscellaneous | 3,443 | 4,500 | 5,200 | 5,000 |
| Division Total | 545,238 | 569,705 | 567,188 | 687,520 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 7.11 | 7.11 | 7.11 | 7.41 |
| FTEs without benefits | - | - | - | - |
| Division Total | 7.11 | 7.11 | 7.11 | 7.41 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------------|-----------------|-----------------|
| Lieutenant | 0.00 | 1.00 |
| 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 | 2.41 |
| Police Evidence Specialist | 0.80 | 0.00 |
| Division Total FTEs | 7.11 | 7.41 |

Police

Division: Administrative Services

Division Purpose:

Responsible for METERS/NCIC access control, NCIC records validations, warrant control, records management, parking enforcement management, crossing guard program, payroll processing, and maintenance of supplies.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$ 2,517 lower than budget.

FY13 Budget Highlights:

- Division expenditures are \$117,815 higher—an increase of 20.7 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is primarily attributable to transferring a full time lieutenant's position into the division for management.
- Division FTEs increase by 0.30. As part of an organizational restructuring, a lieutenant will be assigned to the division. A substitute crossing guard position will be created.
- Approximately 83 percent of division expenditures are personnel related.
- Approximately five percent of division expenditures are categorized as supplies. This category includes \$12,680 for vehicle fuel and maintenance costs.
- Services and charges represent about 11 percent of division expenditures. This category includes telephone, printing, and copying charges which combined total \$58,000.

Management Objectives:

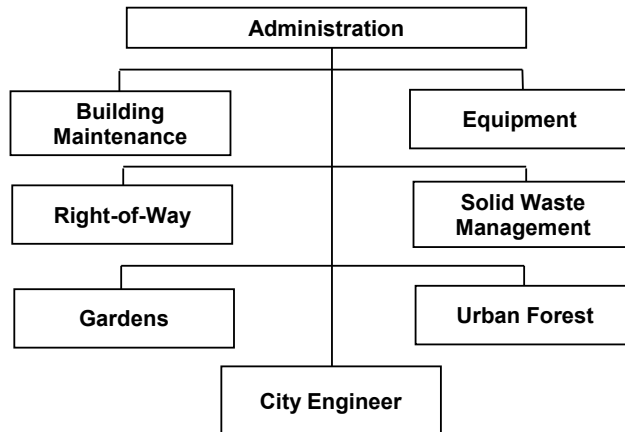
- Continue the timely submission of payroll information on behalf of all divisions of the department
- Manage improvements and expansion of the crossing guard program with the new post in Takoma Junction

- Reduce backlog of reports awaiting submittal into the Records Management System, and manage accountability for report submission by agency employees.
- Effectively manage participation in upgrades to the Montgomery County Records Management System.
- Manage record keeping, assignment of court dates, and collection and disposition accountability for the parking enforcement program to improve collection rate.

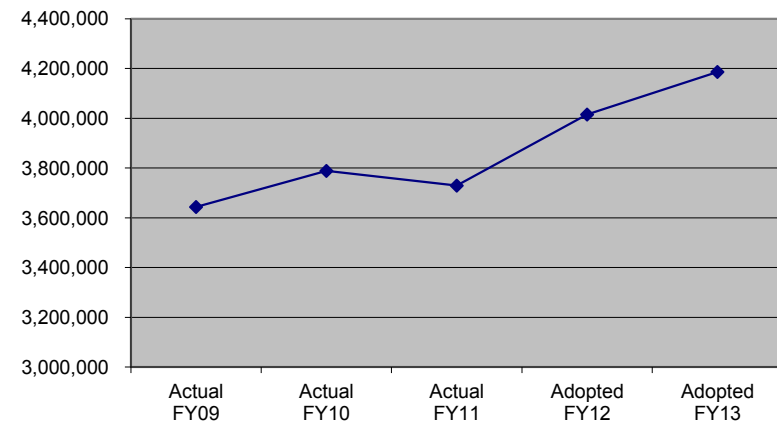
Performance/Workload Measures:

| Measurement | Calendar 2010 | Calendar 2011 | Projected 2012 |
|---|---------------|---------------|----------------|
| Number of reports reviewed and entered into records management system | 2,125 | 2,179 | 2,150 |
| Number of warrants received and processed | 435 | 468 | 450 |
| Number of NCIC validations performed | 1,111 | 1,219 | 1,110 |
| Number of parking tickets processed | 3,748 | 3,204 | 3,800 |

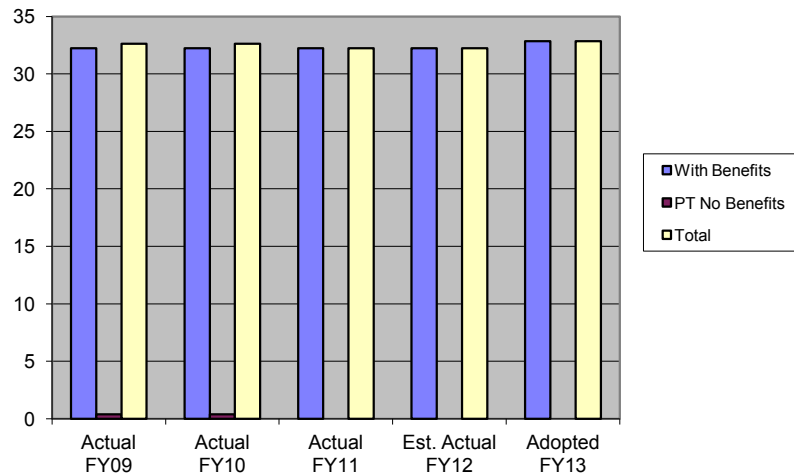
Public Works



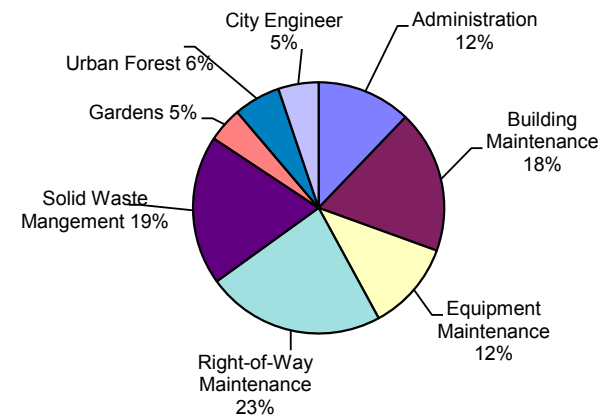
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Public Works

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|------------------|------------------|-------------------|------------------|
| Administration | 297,486 | 451,309 | 283,649 | 508,885 |
| Building Maintenance | 750,511 | 715,385 | 702,396 | 768,882 |
| Equipment Maintenance | 457,922 | 464,124 | 455,269 | 483,137 |
| Right-of-Way Maintenance | 916,720 | 971,997 | 875,823 | 962,195 |
| Solid Waste Management | 733,111 | 804,992 | 802,929 | 805,818 |
| Gardens | 184,644 | 194,336 | 192,722 | 187,716 |
| Urban Forest | 224,939 | 254,619 | 241,515 | 251,968 |
| City Engineer | 163,614 | 157,917 | 164,813 | 217,289 |
| Department Total | 3,728,947 | 4,014,679 | 3,719,116 | 4,185,890 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 1,464,519 | 1,510,273 | 1,471,498 | 1,557,515 |
| Car and Clothing Allowances | - | - | 3,600 | 3,600 |
| Fringe Benefits | 568,753 | 625,968 | 599,629 | 645,105 |
| Overtime | 57,157 | 52,750 | 46,588 | 54,700 |
| Night Differential | 9,538 | 10,530 | 9,538 | 10,530 |
| Contractual Labor | 155,161 | 133,540 | 151,500 | 138,360 |
| Employee Recognition | 1,350 | 580 | 600 | 350 |
| Personnel Subtotal | 2,256,478 | 2,333,641 | 2,283,070 | 2,410,160 |
| Supplies | 536,584 | 550,100 | 505,296 | 568,440 |
| Services and Charges | 744,666 | 886,598 | 722,783 | 972,450 |
| Miscellaneous | 191,219 | 244,340 | 207,967 | 234,840 |
| Department Total | 3,728,947 | 4,014,679 | 3,719,116 | 4,185,890 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------|------------------|------------------|-------------------|------------------|
| Highway User Fees | 43,931 | 131,994 | 130,974 | 86,205 |
| In Lieu of Road Maintenance | 376,230 | 376,230 | 376,223 | 420,737 |
| Waste Collection Charges | 71,237 | 70,500 | 71,499 | 71,500 |
| Recyclable Sales | 10,796 | 3,000 | 10,000 | 10,000 |
| Mulch Sales | 26,499 | 25,000 | 20,000 | 20,000 |
| Special Trash Pickup | 8,195 | 11,900 | 8,000 | 10,000 |
| Excavation/Driveway Permits | 3,469 | 2,300 | 2,800 | 3,000 |
| Tree Permits | 12,325 | 11,000 | 12,000 | 12,000 |
| Tree Fund | 10,000 | 39,000 | 39,000 | 22,000 |
| Subtotal | 562,682 | 670,924 | 670,496 | 655,442 |
| General Fund | 3,166,265 | 3,343,755 | 3,048,620 | 3,530,448 |
| Department Total | 3,728,947 | 4,014,679 | 3,719,116 | 4,185,890 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| Administration | 2.50 | 2.50 | 2.50 | 2.50 |
| Building Maintenance | 6.00 | 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 | 1.35 |
| Department Total FTEs | 32.25 | 32.25 | 32.25 | 32.85 |

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 FY12:

- Departmental expenditures are expected to be \$295,563 lower than budget.
- The variances are primarily attributable to reduced personnel costs related to vacancies, supply costs, service charges, and unexpended funds related to new sustainability initiatives.

FY13 Budget Highlights:

- Departmental expenditures are \$171,211 higher — an increase of 4.2 percent — compared to budgeted expenditures for FY12. The variance is attributable to additional funding for sustainability initiatives, service costs related to facility maintenance, increases in personnel by 0.6 FTE, and Recycling Cart Pilot Program.
- Departmental FTEs increase by 0.6.
- Approximately 58 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$76,519 compared to budgeted expenditures for FY12.

- Approximately 14 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.
- Services and charges account for about 23 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services and specialized building maintenance work.
- Miscellaneous expenditures total approximately five percent of departmental expenditures. The vast majority of these expenditures are for solid waste tipping fees, which total \$195,000.



Public Works

Division Summary – Administration

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Administration | 297,486 | 451,309 | 283,649 | 508,885 |
| Division Total | 297,486 | 451,309 | 283,649 | 508,885 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 167,233 | 168,902 | 162,722 | 169,946 |
| Fringe Benefits | 75,499 | 67,404 | 67,135 | 75,289 |
| Overtime | 1,031 | 250 | 605 | 250 |
| Contractual Labor | - | - | - | - |
| Employee Recognition | - | 55 | - | - |
| Personnel Subtotal | 243,763 | 236,611 | 230,462 | 245,485 |
| Supplies | 6,714 | 8,800 | 7,503 | 8,800 |
| Services and Charges | 40,751 | 197,898 | 41,350 | 245,900 |
| Miscellaneous | 6,258 | 8,000 | 4,334 | 8,700 |
| Division Total | 297,486 | 451,309 | 283,649 | 508,885 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|-----------------------------|-----------------|-----------------|
| Director of Public Works | 1.00 | 1.00 |
| Administrative Assistant II | 1.50 | 1.50 |
| Division Total FTEs | 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 FY12:

- Division expenditures are expected to be \$167,660 less than budget.
- The variance is primarily attributable to reductions in phone charges, inventory expenditures and unexpended funds for the greenhouse gas inventory and sustainability action plan development.

FY 13 Budget Highlights:

- Division expenditures are \$57,576 higher — an increase of 12.8 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to higher fringe benefit costs and increased funding for greenhouse gas emission and sustainability action plan development.
- Division FTEs remain unchanged.
- Approximately 48 percent of division expenditures are personnel related.
- Services and charges account for 48 percent of division expenditures. This category includes sustainability work (\$200,000), cost of telephone service (\$18,000) and departmental radios (\$16,000).

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.
- 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.
- Process error-free payroll on a bi-weekly basis, in accordance with the deadline established by the Finance Department.
- 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.
- Oversee the work of the selected contractor to provide an updated greenhouse gas inventory and sustainability action plan.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|-------------------|----------------|-------------------|-------------------|
| Permits processed | 52 | 55 | 50 |

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

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Building Maintenance | 750,511 | 715,385 | 702,396 | 768,882 |
| Division Total | 750,511 | 715,385 | 702,396 | 768,882 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 253,415 | 258,300 | 246,559 | 256,314 |
| Fringe Benefits | 93,787 | 100,155 | 98,086 | 106,188 |
| Overtime | 6,430 | 5,000 | 5,000 | 5,000 |
| Night Differential | 9,538 | 10,530 | 9,538 | 10,530 |
| Contractual Labor | 21,669 | 4,000 | 8,600 | 4,000 |
| Employee Recognition | 100 | - | - | 50 |
| Personnel Subtotal | 384,939 | 377,985 | 367,783 | 382,082 |
| Supplies | 57,532 | 56,000 | 49,500 | 61,000 |
| Services and Charges | 306,621 | 280,000 | 284,400 | 324,400 |
| Miscellaneous | 1,419 | 1,400 | 713 | 1,400 |
| Division Total | 750,511 | 715,385 | 702,396 | 768,882 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 6.00 | 6.00 | 6.00 | 6.00 |
| FTEs without benefits | - | - | - | - |
| Division Total | 6.00 | 6.00 | 6.00 | 6.00 |

| Position Title | Adopted FY12 | Adopted FY13 |
|---------------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$12,989 less than budget.
- The variance is primarily attributable to lower salary costs due to a staffing vacancy, repair materials and utility costs.

FY13 Budget Highlights:

- Division expenditures are \$53,497 higher — an increase of 7.5 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to higher fringe benefit costs, custodial supply costs, lighting for the pedestrian bridge and maintenance service contracts.
- Approximately 50 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Utility costs for the various City-owned facilities total \$154,000 or about 20 percent of division expenditures. Services and charges also include the cost of specialized repair and maintenance work performed by contractors (\$168,000).

Management Objectives:

- Provide daily cleaning of all office spaces and public use areas, Monday through Friday. Ensure that City facilities are well maintained and have an attractive appearance.
- 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 and identify potential energy efficiency programs to reduce use. Review utility invoices to ensure expenditures are accurate.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Expenditures for Facility Maintenance by Contractor | \$65,000 | \$109,000 | \$100,000 |
| Expenditures for Facility Maintenance In-House (not including salary) | \$23,000 | \$15,000 | \$25,000 |
| Staff Hours dedicated to cleaning/week | 32 | 32 | 32 |

Public Works

Division Summary – Equipment Maintenance

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Equipment Maintenance | 457,922 | 464,124 | 455,269 | 483,137 |
| Division Total | 457,922 | 464,124 | 455,269 | 483,137 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 188,845 | 189,573 | 190,823 | 191,478 |
| Fringe Benefits | 61,951 | 66,211 | 65,322 | 63,079 |
| Employee Recognition | 300 | - | - | - |
| Overtime | 4,353 | 5,000 | 2,400 | 5,000 |
| Personnel Subtotal | 255,449 | 260,784 | 258,545 | 259,557 |
| Supplies | 186,564 | 193,100 | 184,150 | 204,640 |
| Services and Charges | 15,381 | 9,000 | 11,334 | 16,500 |
| Miscellaneous | 528 | 1,240 | 1,240 | 2,440 |
| Division Total | 457,922 | 464,124 | 455,269 | 483,137 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|--------------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$8,855 lower than budget.
- The variance is primarily attributable to reduced repair costs.

FY13 Budget Highlights:

- Division expenditures are \$19,013 higher — an increase of 4.1 percent — compared to budgeted expenditures for FY12. The variance is attributable to increases in fuel costs and inventory expenditures.
- Division FTEs remain unchanged.
- Approximately 54 percent of division expenditures are personnel related.
- Gasoline and diesel costs total \$118,040 or 24 percent of division expenditures. (Police fuel costs are reflected in the Police budget.)
- Repair and maintenance materials and outside labor and parts total \$64,600, or 13 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 FY11 | Estimated FY12 | Projected FY13 |
|--|-------------|----------------|----------------|
| Number of vehicles maintained | 76 | 77 | 76 |
| Number of vehicles purchased | 8 | 6 | 11 |
| Pieces of equipment purchased | 2 | 4 | 1 |
| Number of vehicle/equipment work orders | 1,262 | 1,129 | 1,200 |
| Number of preventative maintenance performed | 181 | 185 | 190 |

Public Works

Division Summary – Right-of-Way Maintenance

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------|----------------|-----------------|-------------------|-----------------|
| Right-of-Way Maintenance | 916,720 | 971,997 | 875,823 | 962,195 |
| Division Total | 916,720 | 971,997 | 875,823 | 962,195 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 289,418 | 324,669 | 279,623 | 330,864 |
| Fringe Benefits | 127,870 | 161,158 | 141,629 | 157,631 |
| Overtime | 24,561 | 20,000 | 18,000 | 22,250 |
| Contractual Labor | 76,998 | 75,900 | 75,900 | 76,900 |
| Employee Recognition | 850 | 470 | 450 | 100 |
| Personnel Subtotal | 519,697 | 582,197 | 515,602 | 587,745 |
| Supplies | 129,953 | 112,300 | 93,417 | 110,500 |
| Services and Charges | 259,507 | 272,000 | 260,504 | 256,450 |
| Miscellaneous | 7,563 | 5,500 | 6,300 | 7,500 |
| Division Total | 916,720 | 971,997 | 875,823 | 962,195 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|-------------------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$96,174 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a staffing vacancy, lower snow removal costs, and reduced electricity charges for street lighting.

FY13 Budget Highlights:

- Division expenditures are \$9,802 lower — a decrease of one percent — compared to budgeted expenditures for FY12. The variance is due to decreases in electricity charges for street lighting.
- Division FTEs remain unchanged.
- Approximately 61 percent of division expenditures are personnel related.
- Approximately 12 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$19,400), parks (\$42,000), and snow removal materials (\$30,000).
- Subcontract services and utility charges account for approximately 27 percent of division expenditures. This category includes electrical costs for streetlights, which total \$225,000.

Management Objectives:

- Operate a Citywide leaf collection program over a five-week period that provides at least two collections for every street.
- Respond as needed to treat roads for snow and ice conditions. Provide two lanes on each primary street over a 12-hour shift for a snowfall of six inches and one lane over a 12-hour shift for a snowfall of six to 12 inches.
- Maintain all grass and turf areas from spring through late fall.
- 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 by appointment, for a fee, 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 FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of mulch sales | 375 | 360 | 370 |
| # of streets receiving preventative maintenance | 5 | 7 | 7 |
| # of street sweeping cycles annually | 12 | 16 | 16 |

Public Works

Division Summary – Solid Waste Management

| | Actual | Adopted | Estimated | Adopted |
|------------------------|----------------|----------------|----------------|----------------|
| Division Expenditures | FY11 | FY12 | FY12 | FY13 |
| Solid Waste Management | 733,111 | 804,992 | 802,929 | 805,818 |
| Division Total | 733,111 | 804,992 | 802,929 | 805,818 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 353,669 | 356,923 | 378,125 | 356,303 |
| Car and Clothing Allowances | - | - | 3,600 | 3,600 |
| Fringe Benefits | 142,926 | 159,529 | 153,298 | 157,905 |
| Overtime | 18,466 | 18,000 | 16,500 | 18,000 |
| Contractual Labor | 11,088 | 8,640 | 22,000 | 9,960 |
| Employee Recognition | 100 | - | - | 50 |
| Personnel Subtotal | 526,249 | 543,092 | 573,523 | 545,818 |
| Supplies | 7,605 | 13,900 | 13,226 | 26,000 |
| Services and Charges | 25,188 | 23,000 | 23,000 | 23,000 |
| Miscellaneous | 174,069 | 225,000 | 193,180 | 211,000 |
| Division Total | 733,111 | 804,992 | 802,929 | 805,818 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 snow plow drivers during snow emergencies.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$2,063 less than budget.
- The variance is attributable to less than anticipated disposal fees.

FY13 Budget Highlights:

- Division expenditures are \$826 higher — an increase of less than one percent — compared to budgeted expenditures for FY12.
- Division FTEs remain unchanged.
- Approximately 68 percent of division expenditures are personnel related.
- Approximately 27 percent of division expenditures are for disposal and/or processing of materials, including \$195,000 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 at the door or porch 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 by appointment 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 FY11 | Estimated FY12 | Projected FY13 |
|------------------------------|----------------|-------------------|-------------------|
| Tons of trash | 3,100 | 3,015 | 3,300 |
| Tons of recycling | 1,450 | 1,400 | 1,450 |
| Tons of yard waste collected | 1,050 | 980 | 1,000 |
| # of ROW containers serviced | 112 | 115 | 115 |

Public Works

Division Summary – Gardens

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Gardens | 184,644 | 194,336 | 192,722 | 187,716 |
| Division Total | 184,644 | 194,336 | 192,722 | 187,716 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 86,680 | 86,577 | 87,586 | 87,443 |
| Fringe Benefits | 29,965 | 33,059 | 31,836 | 31,423 |
| Overtime | 1,362 | 3,000 | 3,000 | 3,000 |
| Contractual Labor | 45,406 | 45,000 | 45,000 | 47,500 |
| Employee Recognition | - | - | 100 | 150 |
| Personnel Subtotal | 163,413 | 167,636 | 167,522 | 169,516 |
| Supplies | 20,089 | 23,000 | 23,000 | 15,500 |
| Services and Charges | 992 | 2,700 | 1,700 | 1,700 |
| Miscellaneous | 150 | 1,000 | 500 | 1,000 |
| Division Total | 184,644 | 194,336 | 192,722 | 187,716 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$1,614 less than budget.
- The variance is attributable to less than anticipated costs for water and training.

FY13 Budget Highlights:

- Division expenditures are \$6,620 lower — a decrease of 3.4 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to decreases in supplies and tools. (In FY12, snow blowers for sidewalks were purchased, raising the expenditure in that year to higher than usual).
- Division FTEs remain unchanged.
- Approximately 90 percent of division expenditures are personnel related.
- Supplies comprise about eight 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 City facilities through enhanced planting beds.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--------------------------------|----------------|-------------------|-------------------|
| # of new gardens created | 5 | 3 | 2 |
| # of existing gardens enhanced | 15 | 18 | 20 |

Note:

New garden installations are planned for the Grant Avenue side of the Community Center.

A bio-retention garden is planned for Hudson Avenue.

Improvements are planned to the front Heffner Park garden beds.

Public Works

Division Summary – Urban Forest

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Urban Forest | 224,939 | 254,619 | 241,515 | 251,968 |
| Division Total | 224,939 | 254,619 | 241,515 | 251,968 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 65,241 | 64,854 | 65,324 | 65,503 |
| Fringe Benefits | 19,738 | 20,510 | 20,741 | 19,265 |
| Overtime | 381 | 1,000 | 1,200 | 1,000 |
| Employee Recognition | - | 55 | 50 | - |
| Personnel Subtotal | 85,360 | 86,419 | 87,315 | 85,768 |
| Supplies | 128,127 | 143,000 | 134,500 | 142,000 |
| Services and Charges | 10,244 | 23,000 | 18,000 | 22,000 |
| Miscellaneous | 1,208 | 2,200 | 1,700 | 2,200 |
| Division Total | 224,939 | 254,619 | 241,515 | 251,968 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$13,104 less than budget.
- The variance is attributable to lower than anticipated costs for public and private tree planting.

FY13 Budget Highlights:

- Division expenditures are \$2,651 lower—a decrease of one percent—compared to budgeted expenditures for FY12.
- The variance is attributable to a slight decrease in costs for fringe benefits, tree planting and watering, and postage.
- Division FTEs remain unchanged.
- Approximately 34 percent of division expenditures are personnel related.
- About 55 percent of division expenditures are related to tree maintenance (\$90,000) and tree planting (\$28,000 on public property and \$20,000 on private property).
- Services and charges account for approximately eight percent of division expenditures. An allocation of \$20,000 is provided 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 FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of trees removed by permit | 45 | 35 | 40 |
| Number of undesirable species trees removed by permit | 25 | 25 | 30 |
| Number of tree protection plan permits | 14 | 17 | 15 |
| Waivers issued by City Arborist | 165 | 150 | 160 |
| Number of permit denials | 10 | 20 | 15 |
| Number of trees planted in the right-of-way | 125 | 127 | 130 |
| Number of bulk buy trees planted on private property | 45 | 50 | 50 |
| Tree Impact Assessments | 37 | 60 | 50 |
| # of municipal infraction citations issued. | 7 | 5 | 5 |

Public Works

Division Summary – City Engineer

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| City Engineer | 163,614 | 157,917 | 164,813 | 217,289 |
| Division Total | 163,614 | 157,917 | 164,813 | 217,289 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 60,018 | 60,475 | 60,736 | 99,664 |
| Fringe Benefits | 17,017 | 17,942 | 21,582 | 34,325 |
| Overtime | 573 | 500 | - | 200 |
| Personnel Subtotal | 77,608 | 78,917 | 82,318 | 134,189 |
| Supplies | - | - | - | - |
| Services and Charges | 85,982 | 79,000 | 82,495 | 82,500 |
| Miscellaneous | 24 | - | - | 600 |
| Division Total | 163,614 | 157,917 | 164,813 | 217,289 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.75 | 0.75 | 0.75 | 1.35 |
| FTEs without benefits | - | - | - | - |
| Division Total | 0.75 | 0.75 | 0.75 | 1.35 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-----------------------------------|-----------------|-----------------|
| City Engineer | 0.50 | 0.50 |
| Public Works Projects Coordinator | | 0.60 |
| Administrative Assistant II | 0.25 | 0.25 |
| Division Total FTEs | 0.75 | 1.35 |

Public Works

Division – City Engineer

Division Purpose:

Manages and directs all street restoration and sidewalk improvement programs. Provides engineering support to other City departments.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$6,896 more than budget.
- The variance is primarily attributable to the Flower Avenue survey.

FY13 Budget Highlights:

- Division expenditures are \$59,372 higher — an increase of 37.6 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to the new full-time position of Public Works Projects Coordinator, the cost of which is shared with the Stormwater Management Fund.
- Division FTEs increase by 0.6.
- Approximately 62 percent of division expenditures are personnel related. Personnel expenditures increased \$55,272 from the budgeted amount for FY12.
- About 38 percent of division expenditures are related to services and charges, specifically contractual engineering and other professional work.

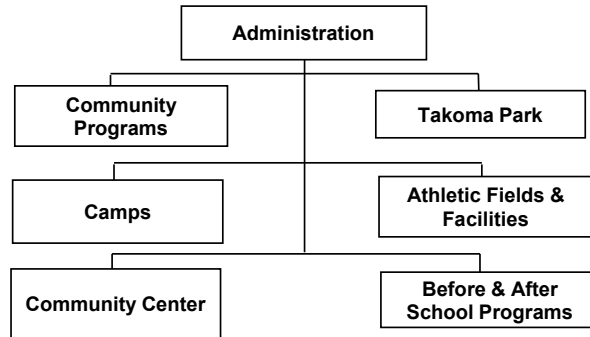
Management Objectives:

- 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.
- Permit and review the work in the right-of-way performed by utilities and other contractors to ensure that the work area is restored appropriately.
- Provide civil engineering support to other City departments as necessary.

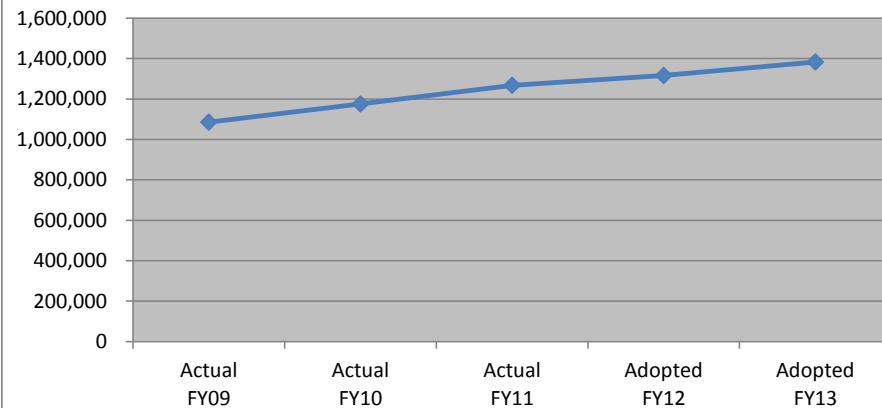
Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Miles of road resurfaced | 0.25 | 0.9 | 0.85 |
| Square feet of asphalt patch | 19,751 | 10,000 | 10,000 |
| Linear feet of curb/gutter replaced | 6,898 | 5,800 | 6,900 |
| Square yards of sidewalk repaired | 2,399.1 | 2,000 | 4,000 |
| Square footage of porous pavement installed | 420 | 250 | 500 |

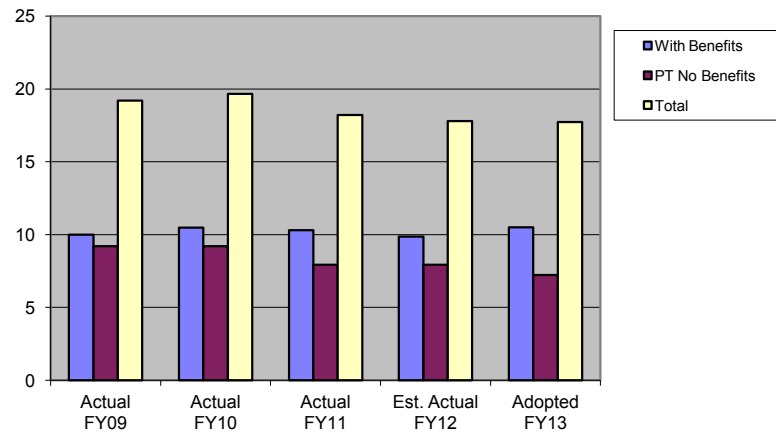
Recreation



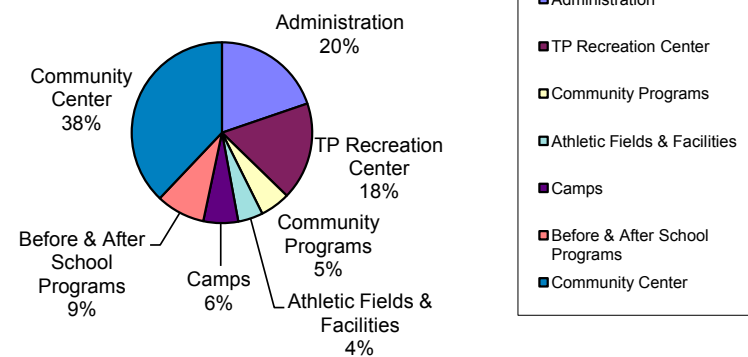
EXPENDITURE HISTORY



Staffing Trend (FTEs)



BUDGET BY DIVISION



Recreation

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|------------------|------------------|-------------------|------------------|
| Administration | 272,293 | 274,822 | 234,936 | 273,346 |
| Takoma Park Recreation Center | 230,349 | 236,364 | 228,976 | 242,201 |
| Community Programs | 66,157 | 71,641 | 65,723 | 74,288 |
| Athletic Fields and Facilities | 55,478 | 61,868 | 58,098 | 61,743 |
| Camps | 84,545 | 81,697 | 61,169 | 86,094 |
| Before and After School Programs | 119,748 | 129,439 | 129,868 | 121,109 |
| Community Center | 439,340 | 460,563 | 424,565 | 524,594 |
| Department Total | 1,267,910 | 1,316,394 | 1,203,335 | 1,383,375 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 770,115 | 799,081 | 728,539 | 816,765 |
| Fringe Benefits | 228,331 | 244,803 | 232,025 | 268,160 |
| Overtime | 3,168 | 4,400 | 1,945 | 4,400 |
| Employee Recognition | 450 | 110 | 25 | 250 |
| Personnel Subtotal | 1,002,064 | 1,048,394 | 962,534 | 1,089,575 |
| Supplies | 19,477 | 22,600 | 21,571 | 21,900 |
| Services and Charges | 192,429 | 184,675 | 169,239 | 187,575 |
| Miscellaneous | 53,940 | 60,725 | 49,991 | 84,325 |
| Department Total | 1,267,910 | 1,316,394 | 1,203,335 | 1,383,375 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------------|------------------|------------------|-------------------|------------------|
| Takoma/Langley Recreation Agreement | 93,750 | 79,670 | 79,670 | 87,650 |
| Program/Service Charges | 428,183 | 373,350 | 448,600 | 423,500 |
| Subtotal | 521,933 | 453,020 | 528,270 | 511,150 |
| General Fund | 745,977 | 863,374 | 675,065 | 872,225 |
| Department Total | 1,267,910 | 1,316,394 | 1,203,335 | 1,383,375 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| Administration | 2.25 | 2.25 | 2.25 | 2.25 |
| Takoma Park Recreation Center | 3.39 | 3.39 | 3.39 | 3.44 |
| Community Programs | 0.95 | 0.45 | 0.45 | 0.50 |
| Athletic Fields and Facilities | 0.20 | 0.20 | 0.20 | 0.20 |
| Camps | 2.07 | 2.07 | 2.07 | 1.35 |
| Before & After School Programs | 2.06 | 2.13 | 2.13 | 2.43 |
| Community Center | 7.30 | 7.30 | 7.30 | 7.56 |
| Department Total FTEs | 18.22 | 17.79 | 17.79 | 17.73 |

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 FY12:

- Departmental expenditures are expected to be \$113,059 less than budget.
- The variance is attributable to career staff vacancies and lower field maintenance costs due to the renovation at Takoma Piney Branch Park.

FY13 Budget Highlights:

- Departmental expenditures are \$66,981 higher — an increase of 5.1 percent — compared to budgeted expenditures for FY12.
- Departmental FTEs decrease by 0.06
- Approximately 79 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$41,181 compared to budgeted expenditures for FY12.

- Services and charges account for about 14 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$18,464), contractual program instruction (\$57,000), and rental of school facilities (\$19,000).
- Miscellaneous expenditures represent approximately six 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 FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Administration | 272,293 | 274,822 | 234,936 | 273,346 |
| Division Total | 272,293 | 274,822 | 234,936 | 273,346 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 159,975 | 159,403 | 131,542 | 152,339 |
| Fringe Benefits | 61,083 | 55,619 | 53,046 | 60,957 |
| Overtime | 113 | 1,000 | 200 | 1,000 |
| Employee Recognition | 170 | - | - | 50 |
| Personnel Subtotal | 221,341 | 216,022 | 184,788 | 214,346 |
| Supplies | 2,068 | 3,700 | 3,540 | 3,700 |
| Services and Charges | 43,669 | 47,300 | 41,190 | 47,500 |
| Miscellaneous | 5,215 | 7,800 | 5,418 | 7,800 |
| Division Total | 272,293 | 274,822 | 234,936 | 273,346 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 2.25 | 2.25 | 2.25 | 2.25 |
| FTEs without benefits | - | - | - | - |
| Division Total | 2.25 | 2.25 | 2.25 | 2.25 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| 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 |
| 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 FY12:

- Division expenditures are expected to be \$39,886 less than budget.
- The variance is primarily attributable to career staff vacancies.

FY13 Budget Highlights:

- Division expenditures are \$1,476 lower — a decrease of less than one percent — compared to budgeted expenditures for FY12.
- Division FTEs remain unchanged.
- Approximately 78 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. Transaction costs associated with online registrations constitute the largest expense in this category (\$22,000).

- 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:

- Maintain current partnerships to enhance service delivery to the residents of Takoma Park. Develop new partnerships to utilize the many talents of Takoma Park residents and organizations.
- Implement Integrated Service Delivery Model, where applicable, in recreation program offerings.
- Actively promote programs across socio-economic and cultural lines.
- Establish a price differential for fees, based on full costs so that non-Takoma Park residents generally pay more.
- 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 FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|----------------|-----------------|-------------------|-----------------|
| Takoma Park Recreation Center | 230,349 | 236,364 | 228,976 | 242,201 |
| Division Total | 230,349 | 236,364 | 228,976 | 242,201 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 163,335 | 166,489 | 158,590 | 167,903 |
| Fringe Benefits | 40,694 | 43,265 | 44,580 | 45,798 |
| Overtime | 617 | 600 | 85 | 600 |
| Employee Recognition | 260 | 110 | - | - |
| Personnel Subtotal | 204,906 | 210,464 | 203,255 | 214,301 |
| Supplies | 2,451 | 1,900 | 1,826 | 1,900 |
| Services and Charges | 20,865 | 19,975 | 21,400 | 21,975 |
| Miscellaneous | 2,127 | 4,025 | 2,495 | 4,025 |
| Division Total | 230,349 | 236,364 | 228,976 | 242,201 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 1.65 | 1.65 | 1.65 | 1.65 |
| FTEs without benefits | 1.74 | 1.74 | 1.74 | 1.79 |
| Division Total | 3.39 | 3.39 | 3.39 | 3.44 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| 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 | 1.74 | 1.79 |
| Division Total FTEs | 3.39 | 3.44 |

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 payment.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$7,388 less than budget.
- The variance is primarily attributable to career staff vacancies.

FY13 Budget Highlights:

- Division expenditures are \$5,837 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to instructor contracts and part-time salaries.
- Division FTEs increase by 0.05.
- Approximately 88 percent of division expenditures are personnel related.
- Services and charges represent about nine percent of division expenditures. This category includes the cost of contractual program instructors (\$12,000) and telephone costs for the facility (\$7,000).
- Charges categorized as miscellaneous account for about two 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:

- Create a Fitness Expo that promotes the benefits of exercise and an active lifestyle.
- 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.
- Break ground on a youth community garden and involve youth in the daily upkeep and maintenance of the garden.
- Develop a young adult basketball league.
- Hold special event that highlights Healthy Eating in Takoma Park.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of new programs | 3 | 3 | 2 |
| Number of new business partnerships established | 3 | 2 | 2 |
| Number of bus shuttle trips between TPRC and TPCC | 24 | 24 | 24 |
| Number of new special events established | NA | 0 | 2 |

Recreation

Division Summary – Community Programs

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Community Programs | 66,157 | 71,641 | 65,723 | 74,288 |
| Division Total | 66,157 | 71,641 | 65,723 | 74,288 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 28,240 | 28,470 | 25,712 | 30,746 |
| Fringe Benefits | 9,577 | 9,971 | 8,363 | 9,742 |
| Overtime | 91 | 500 | 50 | 500 |
| Personnel Subtotal | 37,908 | 38,941 | 34,125 | 40,988 |
| Supplies | 2,190 | 4,500 | 3,500 | 3,500 |
| Services and Charges | 5,645 | 6,500 | 7,580 | 7,500 |
| Miscellaneous | 20,414 | 21,700 | 20,518 | 22,300 |
| Division Total | 66,157 | 71,641 | 65,723 | 74,288 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.95 | 0.45 | 0.45 | 0.50 |
| FTEs without benefits | - | - | - | - |
| Division Total | 0.95 | 0.45 | 0.45 | 0.50 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| Recreation Coordinator I | - | 0.05 |
| Recreation Manager | 0.20 | 0.20 |
| Recreation Supervisor II | 0.25 | 0.25 |
| Division Total FTEs | 0.45 | 0.50 |

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 FY12:

- Division expenditures are expected to be \$5,918 less than budget.
- The variance is primarily attributable to career staff turnover.

FY13 Budget Highlights:

- Division expenditures are \$2,647 higher — an increase of 3.7 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to the new FUTSAL league and staffing costs associated with the new Takoma Park World Festival.
- Division FTEs increase by 0.05.
- 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:

- Create a more cohesive and neighborly community through special events such as the Easter Egg Hunt, the Halloween program, and the Takoma Park World Festival.
- Increase Y.E.S. League participation by expanding program and adding a young adult division.
- Support existing local festivals by participating in outreach efforts such as having a booth presence or providing staff-led activities that engage a diverse segment of the community.
- Expand the flag football program by implementing a spring league.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--|-------------|----------------|----------------|
| Flag Football Participants | 70 | 70 | 80 |
| Y.E.S. Participants | 70 | 100 | 100 |
| T-Ball Participants | 120 | 120 | 120 |
| Winter Basketball Participants | 594 | 624 | 625 |
| Tennis Lesson Participants | 36 | 45 | 45 |
| Number of Special Event Participants | 555 | 575 | 675 |
| Staff participation in local festivals and special events. | 4 | 4 | 6 |

Recreation

Division Summary – Athletic Fields & Facilities

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|----------------|-----------------|-------------------|-----------------|
| Athletic Fields and Facilities | 55,478 | 61,868 | 58,098 | 61,743 |
| Division Total | 55,478 | 61,868 | 58,098 | 61,743 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 13,426 | 13,534 | 13,501 | 13,673 |
| Fringe Benefits | 3,763 | 4,334 | 4,035 | 4,070 |
| Overtime | - | - | - | - |
| Personnel Subtotal | 17,189 | 17,868 | 17,536 | 17,743 |
| Supplies | - | - | - | - |
| Services and Charges | 38,289 | 44,000 | 40,562 | 44,000 |
| Miscellaneous | - | - | - | - |
| Division Total | 55,478 | 61,868 | 58,098 | 61,743 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$3,770 less than budget.
- The variance is attributable to less field maintenance due to the renovation of the Ed Wilhelm field.

FY13 Budget Highlights:

- Division expenditures are \$125 lower — a decrease of less than one percent — compared to budgeted expenditures for FY12.
- 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 (\$18,464).
- 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 with sports leagues to defray costs of field maintenance.
- Restore field at Ed Wilhelm that includes the baseball diamond.
- Continue successful maintenance program for Lee Jordan and Ed Wilhelm fields.
- Construct equipment shed to be used for Ed Wilhelm field activities.
- Maintain service of port-o-johns at Lee Jordan field, Spring Park, and Belle Ziegler Park.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--------------------------------|----------------|-------------------|-------------------|
| Number of seeding applications | 2 | 1 | 2 |

Recreation

Division Summary – Camps

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Camps | 84,545 | 81,697 | 61,169 | 86,094 |
| Division Total | 84,545 | 81,697 | 61,169 | 86,094 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 42,399 | 44,609 | 36,118 | 48,882 |
| Fringe Benefits | 13,444 | 13,888 | 13,124 | 14,012 |
| Overtime | 72 | 500 | 60 | 500 |
| Personnel Subtotal | 55,915 | 58,997 | 49,302 | 63,394 |
| Supplies | 2,105 | 1,800 | 1,800 | 1,800 |
| Services and Charges | 21,072 | 15,300 | 5,707 | 15,300 |
| Miscellaneous | 5,453 | 5,600 | 4,360 | 5,600 |
| Division Total | 84,545 | 81,697 | 61,169 | 86,094 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.40 | 0.40 | 0.40 | 0.50 |
| FTEs without benefits | 1.67 | 1.67 | 1.67 | 0.85 |
| Division Total | 2.07 | 2.07 | 2.07 | 1.35 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| Assistant Recreation Director | 0.05 | 0.05 |
| Recreation Supervisor II | 0.20 | 0.20 |
| Recreation Supervisor I | 0.15 | 0.25 |
| Seasonal Staff | 1.67 | 0.85 |
| Division Total FTEs | 2.07 | 1.35 |

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 FY12:

- Division expenditures are expected to be \$20,528 less than budget.
- The variance is attributable to career staff vacancies and lower than anticipated contractual costs.

FY13 Budget Highlights:

- Division expenditures are \$4,397 higher — an increase of 5.4 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to personnel costs.
- Approximately 74 percent of division expenditures are personnel related.
- Division FTEs decrease by 0.72.
- Services and charges represent about 18 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:

- Increase customer satisfaction rating of the City's summer and Spring Break camps. Responses should reflect 90% favorable rating from parents and participants.
- Maintain career staff involvement with specialty camps to include daily hands-on participation and planning.
- Provide skill building camp opportunities for teens that will increase personal development and increase job readiness.
- Find a designated contractor to design a complete program that takes participants through the stages of theater. This program will culminate with a public performance.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--|----------------|-------------------|-------------------|
| Number of participants in Counselor-in-Training Program | 4 | 6 | 6 |
| Percentage of favorable ratings for Spring Break Camp | 80 | 85 | 85 |
| Percentage of evaluations returned for Spring Break Camp | 40 | 50 | 50 |
| Percentage of favorable ratings for Summer Camp | 90 | 90 | 90 |
| Percentage of evaluations returned for Summer Camp | 35 | 40 | 40 |
| Implement summer specialty camps | 5 | 11 | 10 |
| Number of skill building teen camp opportunities | NA | 1 | 2 |

Recreation

Division Summary – Before & After School Programs

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Before and After School Programs | 119,748 | 129,439 | 129,868 | 121,109 |
| Division Total | 119,748 | 129,439 | 129,868 | 121,109 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 82,814 | 84,371 | 89,064 | 82,838 |
| Fringe Benefits | 25,595 | 33,768 | 30,054 | 26,921 |
| Overtime | 384 | 300 | 250 | 300 |
| Employee Recognition | - | - | - | 50 |
| Personnel Subtotal | 108,793 | 118,439 | 119,368 | 110,109 |
| Supplies | 4,277 | 4,200 | 4,500 | 4,500 |
| Services and Charges | 6,124 | 6,200 | 5,400 | 5,900 |
| Miscellaneous | 554 | 600 | 600 | 600 |
| Division Total | 119,748 | 129,439 | 129,868 | 121,109 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.85 | 0.92 | 0.92 | 0.90 |
| FTEs without benefits | 1.21 | 1.21 | 1.21 | 1.53 |
| Division Total | 2.06 | 2.13 | 2.13 | 2.43 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| Assistant Recreation Director | 0.05 | 0.05 |
| Recreation Supervisor II | 0.15 | 0.15 |
| Recreation Supervisor I | 0.72 | 0.70 |
| Seasonal Staff | 1.21 | 1.53 |
| Division Total FTEs | 2.13 | 2.43 |

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 FY12:

- Division expenditures are expected to be \$429 more than budget.

FY13 Budget Highlights:

- Division expenditures are \$8,330 lower — a decrease of 6.4 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to the use of career staff in leading programs rather than contractors.
- Division FTEs increase by 0.30.
- Approximately 91 percent of division expenditures are personnel related.

Management Objectives:

- Expand the specialty clubs to include healthy eating and wellness programs.
- Increase customer satisfaction with the before- and after-school care programs by receiving 90 percent or better favorable ratings.
- Implement a parent orientation that emphasizes program policies, procedures, staff introductions, and program overview.

- Implement an after-school arts program for youth to be taught by recreation staff.
- Obtain staff certifications by attending six hours of training that specializes in childcare and after school programming.
- Develop a systematic process to regularly communicate with parents.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Percentage of staff receiving six hours of training | 75 | 100 | 100 |
| Percentage of evaluations returned | 35 | 50 | 60 |
| Staff-led clubs and activities | 7 | 6 | 6 |
| Percentage of favorable ratings for Before/After Care | 80 | 80 | 85 |
| Contractor-led clubs/activities | 3 | 2 | 2 |

Recreation

Division Summary – Takoma Park Community Center

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Community Center | 439,340 | 460,563 | 424,565 | 524,594 |
| Division Total | 439,340 | 460,563 | 424,565 | 524,594 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 279,926 | 302,205 | 274,012 | 320,384 |
| Fringe Benefits | 74,175 | 83,958 | 78,823 | 106,660 |
| Overtime | 1,891 | 1,500 | 1,300 | 1,500 |
| Employee Recognition | 20 | - | 25 | 150 |
| Personnel Subtotal | 356,012 | 387,663 | 354,160 | 428,694 |
| Supplies | 6,386 | 6,500 | 6,405 | 6,500 |
| Services and Charges | 56,765 | 45,400 | 47,400 | 45,400 |
| Miscellaneous | 20,177 | 21,000 | 16,600 | 44,000 |
| Division Total | 439,340 | 460,563 | 424,565 | 524,594 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 4.00 | 4.00 | 4.00 | 4.50 |
| FTEs without benefits | 3.30 | 3.30 | 3.30 | 3.06 |
| Division Total | 7.30 | 7.30 | 7.30 | 7.56 |

| Position Title | Adopted FY12 | Adopted FY13 |
|-------------------------------|-----------------|-----------------|
| 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 | 3.30 | 3.06 |
| Administrative Assistant I | - | 0.50 |
| Division Total FTEs | 7.30 | 7.56 |

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 FY12:

- Division expenditures are expected to be \$35,998 less than budget.
- The variance is attributable to career staff vacancies.

FY13 Budget Highlights:

- Division expenditures are \$64,031 higher — an increase of 13.9 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to the transfer of an administrative position from the General Government Department and an increase in programmatic support for teens and seniors.
- Approximately 82 percent of division expenditures are personnel related.
- Division FTEs increase by 0.26.
- Services and charges represent about nine 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 seven percent of division expenditures. This classification includes costs for special events and senior programming (\$12,500) and teen programming (\$30,000).

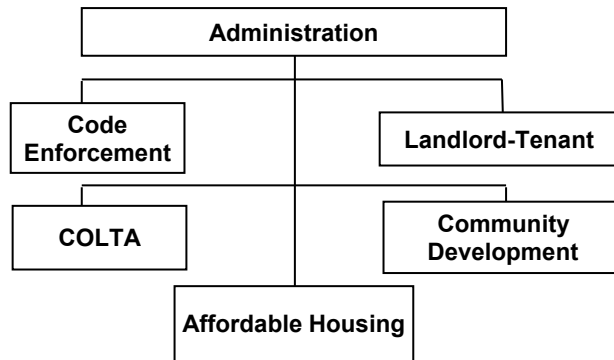
Management Objectives:

- Continue to provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Develop a comprehensive teen program that includes developmental opportunities, job readiness, recreational programs, and fun.
- Implement a variety of multi-media classes specializing in audio and video production for teens and young adults.
- Develop specialized senior programs targeting active adults that would encourage participation of baby boomers.
- Dedicate financial resources to support programming for residents ages 18 – 24.

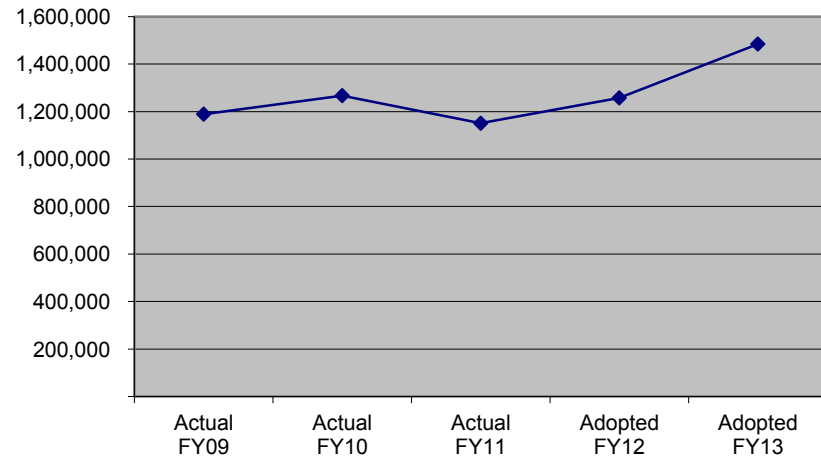
Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---|-------------|----------------|----------------|
| Number of service learning hours recorded | 752 | 766 | 770 |
| Number of toddler programs | 53 | 53 | 55 |
| Number of developmental teen programs/ trips | NA | 2 | 8 |
| Percentage of favorable ratings for senior programs | 95 | 95 | 95 |
| Audio-visual programs in the multi-media lab | 4 | 4 | 6 |

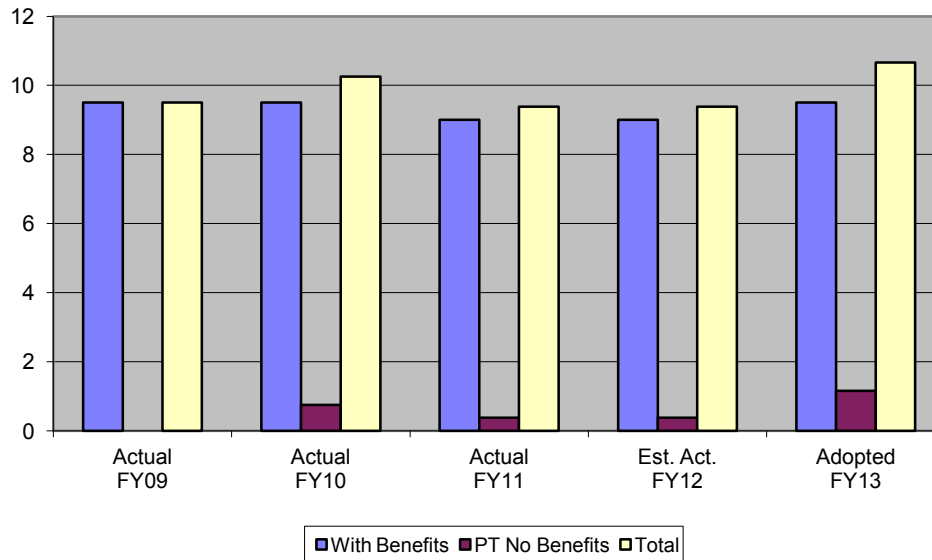
Housing and Community Development



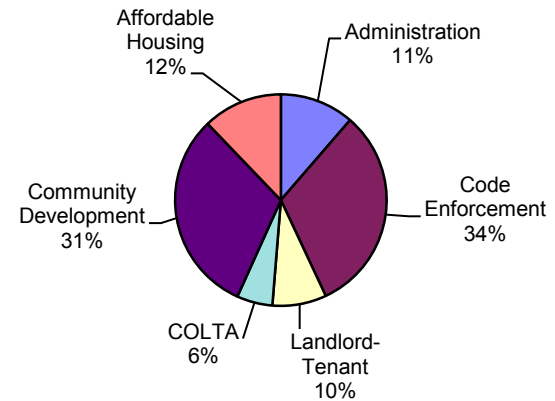
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Housing and Community Development

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|------------------|------------------|-------------------|------------------|
| Administration | 129,431 | 134,916 | 138,415 | 168,451 |
| Code Enforcement | 415,787 | 442,941 | 440,843 | 470,064 |
| Landlord-Tenant | 118,343 | 120,268 | 120,883 | 122,649 |
| COLTA | 64,522 | 76,151 | 75,692 | 80,984 |
| Community Development | 330,736 | 382,124 | 342,066 | 461,406 |
| Affordable Housing | 91,683 | 101,101 | 97,603 | 180,490 |
| Department Total | 1,150,502 | 1,257,501 | 1,215,502 | 1,484,044 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|------------------|------------------|-------------------|------------------|
| Wages | 588,905 | 608,441 | 587,385 | 649,977 |
| Fringe Benefits | 217,137 | 229,435 | 231,742 | 246,662 |
| Overtime | 5,960 | 6,000 | 6,450 | 6,100 |
| Employee Recognition | 200 | - | 500 | 250 |
| Contractual Labor | - | - | - | - |
| Personnel Subtotal | 812,202 | 843,876 | 826,077 | 902,989 |
| Supplies | 11,764 | 21,500 | 18,250 | 20,800 |
| Services and Charges | 312,781 | 365,550 | 348,500 | 534,800 |
| Miscellaneous | 13,755 | 26,575 | 22,675 | 25,455 |
| Department Total | 1,150,502 | 1,257,501 | 1,215,502 | 1,484,044 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---------------------------|------------------|------------------|-------------------|------------------|
| Inspection Fees | 310,426 | 295,000 | 300,977 | 303,850 |
| Municipal Infraction Fees | 10,422 | 10,000 | 13,500 | 15,000 |
| Subtotal | 320,848 | 305,000 | 314,477 | 318,850 |
| General Fund | 829,654 | 952,501 | 901,025 | 1,165,194 |
| Department Total | 1,150,502 | 1,257,501 | 1,215,502 | 1,484,044 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| Administration | 0.90 | 0.90 | 0.90 | 1.40 |
| Code Enforcement | 3.00 | 3.00 | 3.00 | 3.00 |
| Landlord-Tenant | 1.28 | 1.28 | 1.28 | 1.28 |
| COLTA | 0.62 | 0.62 | 0.62 | 0.62 |
| Community Development | 2.98 | 2.98 | 2.98 | 3.76 |
| Affordable Housing | 0.60 | 0.60 | 0.60 | 0.60 |
| Department Total FTEs | 9.38 | 9.38 | 9.38 | 10.66 |

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: Administration, Code Enforcement, Landlord-Tenant Office, Commission on Landlord and Tenant Affairs, Community Development, and Affordable Housing.

Adopted to Estimated Actual FY12:

- Departmental expenditures are expected to be \$41,999 less than budget.
- The variance is primarily attributable to lower than anticipated staffing costs and demand for contracted services.

FY13 Budget Highlights:

- Departmental expenditures are \$226,543 higher — an increase of 18.0 percent — compared to budgeted expenditures for FY12. The variance is attributable to increases in personnel costs and funding for activities recommended in the Takoma Junction Task Force Report (February 2012).
- Departmental FTEs increase by 1.28.
- Approximately 61 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$59,113 compared to budgeted expenditures for FY12.

- Services and charges account for about 36 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$200,400), rent increase petition reviews (\$15,000), tenant organizing (\$25,000), and an environmental assessment of City-owned property in Takoma Junction (\$35,000). The operating subsidy for the Old Takoma Main Street Program (\$30,000) is included in this category. This category also includes funding (\$80,000) to assist property owners in correcting property code violations identified by code enforcement.
- Miscellaneous expenditures represent approximately two percent of departmental expenditures.



Housing and Community Development

Division Summary – Administration

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Administration | 129,431 | 134,916 | 138,415 | 168,451 |
| Division Total | 129,431 | 134,916 | 138,415 | 168,451 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 62,750 | 63,014 | 63,557 | 90,149 |
| Fringe Benefits | 26,726 | 31,002 | 33,158 | 43,102 |
| Overtime | - | - | - | - |
| Employee Recognition | - | - | - | 100 |
| Personnel Subtotal | 89,476 | 94,016 | 96,715 | 133,351 |
| Supplies | 5,839 | 6,000 | 6,000 | 5,500 |
| Services and Charges | 34,116 | 31,900 | 34,700 | 28,600 |
| Miscellaneous | - | 3,000 | 1,000 | 1,000 |
| Division Total | 129,431 | 134,916 | 138,415 | 168,451 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.90 | 0.90 | 0.90 | 1.40 |
| FTEs without benefits | - | - | - | - |
| Division Total | 0.90 | 0.90 | 0.90 | 1.40 |

| Position Title | Adopted FY12 | Adopted FY13 |
|---|-----------------|-----------------|
| Director of Housing & Comm. Development | 0.40 | 0.40 |
| Management Assistant | 0.00 | 0.50 |
| Administrative Assistant II | 0.50 | 0.50 |
| Division Total FTEs | 0.90 | 1.40 |

Housing and Community Development

Division – Administration

Division Purpose:

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

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$3,499 higher than budget.
- The variance is attributable to higher than anticipated personnel costs and copying expenses.

FY13 Budget Highlights:

- Division expenditures are \$33,535 higher — an increase of 24.9 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs increase by 0.50 due to the creation of a new full-time Management Assistant position that will be shared with the Office of the City Manager.
- Approximately 79 percent of division expenditures are personnel related.
- Services and charges represent about 17 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 task forces, committees and advisory boards.
- Inform the community of programming offered by the Department.

Performance/Workload Measures:

| Measurement | Calendar Year | | |
|---|---------------|------|------|
| | 2010 | 2011 | 2012 |
| Number of Departmental Staff Meetings | 9 | 10 | 12 |
| Divisional Budgets Monitored | 6 | 6 | 6 |
| Number of Special Revenue Fund Projects Managed | 7 | 7 | 9 |
| Number of Statutory Committees, Advisory Board, Commissions Supported | 5 | 4 | 5 |

Housing and Community Development

Division Summary – Code Enforcement

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Code Enforcement | 415,787 | 442,941 | 440,843 | 470,064 |
| Division Total | 415,787 | 442,941 | 440,843 | 470,064 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 154,354 | 156,020 | 155,867 | 157,523 |
| Fringe Benefits | 60,233 | 65,811 | 64,426 | 64,336 |
| Overtime | 593 | 500 | 700 | 600 |
| Employee Recognition | - | - | 200 | - |
| Personnel Subtotal | 215,180 | 222,331 | 221,193 | 222,459 |
| Supplies | 211 | 500 | 250 | 300 |
| Services and Charges | 196,056 | 214,750 | 214,250 | 240,500 |
| Miscellaneous | 4,340 | 5,360 | 5,150 | 6,805 |
| Division Total | 415,787 | 442,941 | 440,843 | 470,064 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| 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 FY12 | Adopted FY13 |
|-----------------------------|-----------------|-----------------|
| 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, commercial and institutional properties and vacant parcels; implementation of the target area inspection program; licensing of rental housing facilities; and administration of the Landlord Certification Program.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$2,098 lower than budget.
- The variance is attributable to lower than anticipated personnel costs.

FY13 Budget Highlights:

- Division expenditures are \$27,123 higher — an increase of 6.1 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is primarily attributable to code enforcement contracts.
- Division FTEs remain unchanged.
- Approximately 47 percent of division expenditures are personnel related.
- Services and charges represent 51 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$200,400). 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 City's service request software (\$10,100). This category also includes carry-over funding in the amount of \$15,000 for property demolition.

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 | | |
|--|---------------|-------|-------|
| | 2010 | 2011 | 2012 |
| Rental Housing Licensing Program | | | |
| Public Contacts | 3,140 | 4,522 | 4,900 |
| Rental Licenses - Issued | 431 | 407 | 420 |
| Rental Licenses - Discontinued | 43 | 43 | 40 |
| Rental Units Inspected | 2,936 | 3,059 | 3,000 |
| Landlord Certification Seminars | 12 | 12 | 12 |
| Landlord Certification Exams Given | 29 | 77 | 65 |
| Landlord Certificates Issued | 132 | 199 | 215 |
| Notices of Violation Issued | 228 | 195 | 200 |
| Municipal Citations Issued | 10 | 30 | 15 |
| Property Maintenance Code Enforcement | | | |
| Public Contacts | 2,763 | 2,321 | 2,400 |
| Courtesy Notices Issued | 290 | 135 | 210 |
| Property Maintenance Complaints | 231 | 255 | 250 |
| Complaint Cases Opened | 364 | 236 | 300 |
| Complaint Cases Closed | 364 | 145 | 250 |
| Notices of Violation Issued | 238 | 292 | 265 |
| Municipal Citations Issued | 106 | 115 | 110 |
| Handbills and Flyers Removed | 737 | 1,240 | 1,000 |

Housing and Community Development

Division Summary – Landlord-Tenant

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Landlord-Tenant | 118,343 | 120,268 | 120,883 | 122,649 |
| Division Total | 118,343 | 120,268 | 120,883 | 122,649 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 82,482 | 83,048 | 83,200 | 83,878 |
| Fringe Benefits | 34,649 | 33,130 | 35,683 | 34,421 |
| Overtime | 876 | 1,000 | 750 | 1,000 |
| Employee Recognition | 140 | - | - | - |
| Personnel Subtotal | 118,147 | 117,178 | 119,633 | 119,299 |
| Supplies | - | - | - | - |
| Services and Charges | 18 | 2,000 | 750 | 2,500 |
| Miscellaneous | 178 | 1,090 | 500 | 850 |
| Division Total | 118,343 | 120,268 | 120,883 | 122,649 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 1.28 | 1.28 | 1.28 | 1.28 |
| FTEs without benefits | - | - | - | - |
| Division Total | 1.28 | 1.28 | 1.28 | 1.28 |

| Position Title | Adopted FY11 | Adopted FY13 |
|--------------------------------------|-----------------|-----------------|
| 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

Division Purpose:

Investigates and resolves disputes between landlords and tenants; coordinates processing of complaints filed with the Commission on Landlord-Tenant Affairs; and undertakes a variety of educational and outreach programs targeted to local landlords and tenants.

Adopted to Estimated Actual FY12:

- Division expenditures are expected to be \$615 less than budget.

FY13 Budget Highlights:

- Division expenditures are \$2,381 higher — an increase of 2.0 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is primarily attributable to higher personnel costs.
- 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 landlord and tenant outreach.
- Provide appropriate educational programming.

Performance/Workload Measures:

| Measurement | Calendar Year | | |
|---------------------------------|---------------|-------|-------|
| | 2010 | 2011 | 2012 |
| Landlord Tenant Contacts | 2,642 | 2,706 | 2,600 |
| Landlord Certification Seminars | 12 | 12 | 12 |
| Takoma Park Newsletter Articles | 11 | 12 | 12 |
| Tenant Rights Workshops | 4 | 3 | 4 |
| Credit Checks Conducted | 62 | 51 | 65 |
| Emergency Assistance Recipients | 47 | 46 | 48 |
| Municipal Citations Issued | 9 | 15 | 20 |

Housing and Community Development

Division Summary – Commission on Landlord and Tenant Affairs

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| COLTA | 64,522 | 76,151 | 75,692 | 80,984 |
| Division Total | 64,522 | 76,151 | 75,692 | 80,984 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 41,002 | 41,278 | 41,347 | 41,692 |
| Fringe Benefits | 16,920 | 16,123 | 16,745 | 16,742 |
| Overtime | 376 | 1,000 | 500 | 500 |
| Employee Recognition | 60 | - | - | - |
| Personnel Subtotal | 58,358 | 58,401 | 58,592 | 58,934 |
| Supplies | - | - | - | - |
| Services and Charges | 6,074 | 17,000 | 16,500 | 21,000 |
| Miscellaneous | 90 | 750 | 600 | 1,050 |
| Division Total | 64,522 | 76,151 | 75,692 | 80,984 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.62 | 0.62 | 0.62 | 0.62 |
| FTEs without benefits | - | - | - | - |
| Division Total | 0.62 | 0.62 | 0.62 | 0.62 |

| Position Title | Adopted FY12 | Adopted FY13 |
|--------------------------------------|-----------------|-----------------|
| 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 hearings related to complaints between tenants and landlords and provide administrative oversight of the City's rent stabilization programming. Review 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 FY12:

- Division expenditures are expected to be \$459 less than budget.
- The variance is attributable in part to lower than anticipated submissions of fair return rent increase petitions and use of overtime.

FY13 Budget Highlights:

- Division expenditures are \$4,833 higher — an increase of 6.3 percent — compared to budgeted expenditures for FY12.
- The budgetary variance is primarily attributable to an anticipated increase in the number of fair return petition submissions.
- Division FTEs remain unchanged.
- Approximately 73 percent of division expenditures are personnel related.
- Services and charges represent 26 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 (\$15,000) and the maintenance fee for the online rents reporting system (\$6,000).

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 | | |
|---|---------------|------|------|
| | 2010 | 2011 | 2012 |
| COLTA - Business Meetings | 1 | 1 | 1 |
| COLTA - Cases Filed | 24 | 13 | 15 |
| COLTA - Cases Mediated | 9 | 6 | 7 |
| COLTA - Hearings Conducted | 15 | 5 | 8 |
| Fair Return Petitions - Workshops | 4 | 4 | 4 |
| Fair Return Petitions - Filed | 1 | 2 | 4 |
| Fair Return Petitions - Hearings | 0 | 0 | 2 |
| Rent Stabilization Exemptions Processed | 18 | 2 | 30 |
| Rent Reports Monitored | 251 | 260 | 280 |
| Municipal Citations Issued | 9 | 11 | 14 |
| Takoma Park Newsletter Articles | 12 | 12 | 12 |

Housing and Community Development

Division Summary – Community Development

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Community Development | 330,736 | 382,124 | 342,066 | 461,406 |
| Division Total | 330,736 | 382,124 | 342,066 | 461,406 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 197,942 | 214,297 | 192,437 | 225,446 |
| Fringe Benefits | 64,130 | 68,252 | 67,104 | 74,010 |
| Overtime | 4,115 | 3,500 | 4,500 | 4,000 |
| Employee Recognition | - | - | 300 | 150 |
| Personnel Subtotal | 266,187 | 286,049 | 264,341 | 303,606 |
| Supplies | 5,714 | 15,000 | 12,000 | 15,000 |
| Services and Charges | 51,662 | 69,600 | 54,750 | 131,600 |
| Miscellaneous | 7,173 | 11,475 | 10,975 | 11,200 |
| Division Total | 330,736 | 382,124 | 342,066 | 461,406 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 2.60 | 2.60 | 2.60 | 2.60 |
| FTEs without benefits | 0.38 | 0.38 | 0.38 | 1.16 |
| Division Total | 2.98 | 2.98 | 2.98 | 3.76 |

| Position Title | Adopted FY12 | Adopted FY13 |
|---|-----------------|-----------------|
| 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 | 0.00 |
| Interns | 0.00 | 1.16 |
| Division Total FTEs | 2.98 | 3.76 |

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 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 FY12:

- Division expenditures are expected to be \$40,058 less than budget.
- The variance is attributable to staffing vacancies and contractual services.

FY13 Budget Highlights:

- Division expenditures are \$79,282 higher — an increase of 20.7 percent — compared to budgeted expenditures for FY12.
- The budgetary variance is attributable to increase contractual costs associated with the implementation of certain recommendations of the Takoma Junction Task Force.
- Division FTEs increase by 0.78.
- Approximately 66 percent of division expenditures are personnel related.
- Services and charges represent 29 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 (\$13,000), and an environmental assessment of the City-owned lot in Takoma Junction (\$35,000) and the pre-development cost for this lot (\$15,000).

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 and Takoma Langley Crossroads Sector Plan area.
- 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 | | |
|---|---------------|------|------|
| | 2010 | 2011 | 2012 |
| NHA corridor projects | 3 | 4 | 6 |
| www.TheNewAve.com – Daily Visitors | 156 | 250 | 299 |
| Neighborhood Commercial Area Projects | 0 | 0 | 0 |
| Capital Projects in excess of \$15,000 | 4 | 5 | 2 |
| Façade Improvements | 0 | 0 | 16 |
| Development Review | 2 | 3 | 2 |
| Permit Letters Issued | 178 | 190 | 200 |
| Staffed Community Meetings or Events | 11 | 14 | 20 |
| Takoma Park Newsletter Articles | 15 | 13 | 6 |
| Safe Routes to School Events | 15 | 23 | 25 |
| We are Takoma Cultural Programs | 47 | 50 | 48 |

Housing and Community Development

Division Summary – Affordable Housing

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Affordable Housing | 91,683 | 101,101 | 97,603 | 180,490 |
| Division Total | 91,683 | 101,101 | 97,603 | 180,490 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| Wages | 50,375 | 50,784 | 50,977 | 51,289 |
| Fringe Benefits | 14,479 | 15,117 | 14,626 | 14,051 |
| Overtime | - | - | - | - |
| Contractual Labor | - | - | - | - |
| Personnel Subtotal | 64,854 | 65,901 | 65,603 | 65,340 |
| Supplies | - | - | - | - |
| Services and Charges | 24,855 | 30,300 | 27,550 | 110,600 |
| Miscellaneous | 1,974 | 4,900 | 4,450 | 4,550 |
| Division Total | 91,683 | 101,101 | 97,603 | 180,490 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| 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 FY12 | Adopted FY13 |
|----------------------------|-------------------------|-------------------------|
| 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 FY12:

- Division expenditures are expected to be \$3,498 less than budget.
- The variance is attributable in part to lower than anticipated workshop expenses.

FY13 Budget Highlights:

- Division expenditures are \$79,389 higher — an increase of 78.5 percent — compared to budgeted expenditures for FY12.
- The budgetary variance is primarily attributable to an increase in affordable housing contracts.
- Division FTEs remain unchanged.
- Approximately 36 percent of division expenditures are personnel related.
- Services and charges represent about 61 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$108,500) and educational programming (\$3,500). This category also includes funding (\$80,000) to assist property owners in correcting property code violations identified by Code Enforcement.

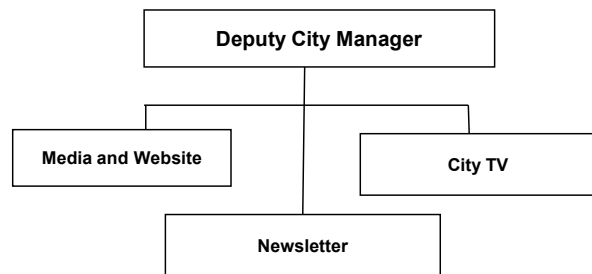
Management Objectives:

- 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.

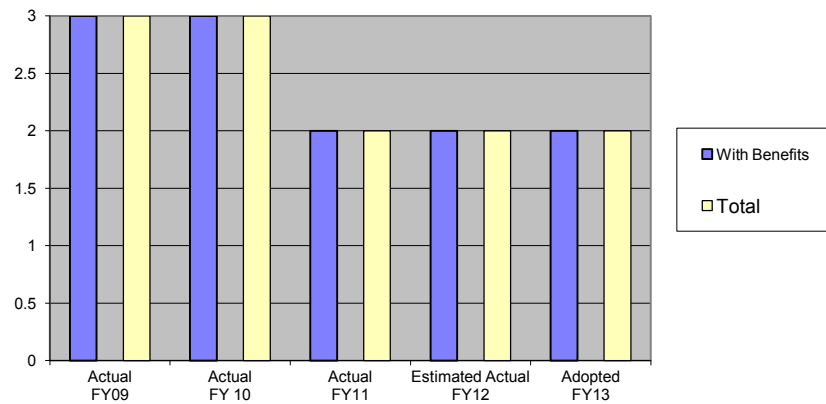
Performance/Workload Measures:

| Measurement | Calendar Year | | |
|--|---------------|------|------|
| | 2010 | 2011 | 2012 |
| Educational Seminars | 10 | 12 | 2 |
| Housing Fairs | 1 | 2 | 1 |
| Tenant Capacity Building Initiative Projects | 9 | 12 | 10 |
| Payment in Lieu of Taxes (PILOT) Agreements Executed | 2 | 4 | 2 |
| Tenant Opportunity to Purchase Properties Monitored | 10 | 10 | 15 |
| Takoma Park Newsletter Articles | 11 | 11 | 11 |

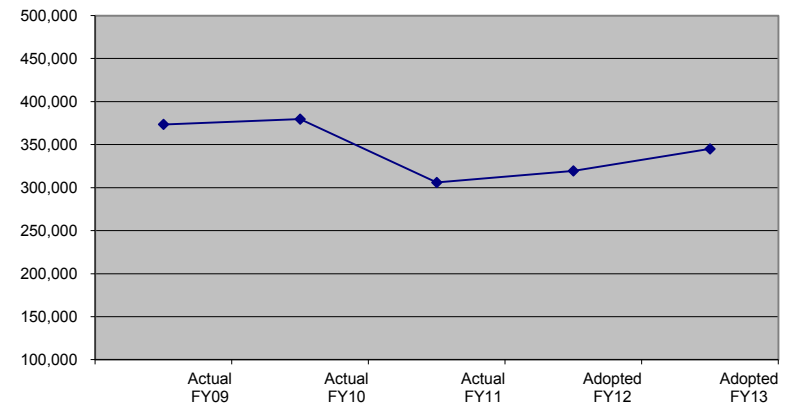
Communications



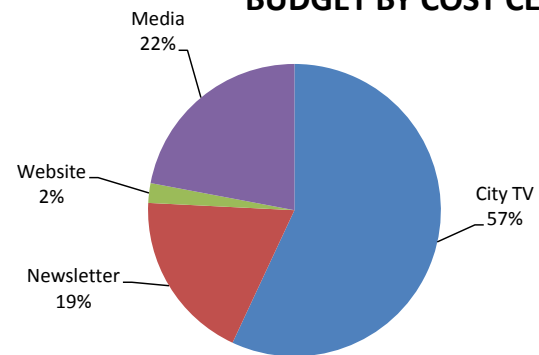
Staffing Trend (FTEs)



Expenditure History



BUDGET BY COST CENTER



Communications

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|----------------|-----------------|-------------------|-----------------|
| Communications | 305,977 | 319,443 | 318,933 | 344,979 |
| Department Total | 305,977 | 319,443 | 318,933 | 344,979 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 140,607 | 116,726 | 151,167 | 155,843 |
| Fringe Benefits | 40,036 | 37,462 | 38,916 | 38,686 |
| Overtime | 402 | 500 | 900 | 1,000 |
| Employee Recognition | 100 | 105 | - | - |
| Personnel Subtotal | 181,145 | 154,793 | 190,983 | 195,529 |
| Supplies | 2,245 | 3,000 | 5,800 | 18,750 |
| Services and Charges | 118,220 | 155,600 | 119,500 | 125,400 |
| Miscellaneous | 4,367 | 6,050 | 2,650 | 5,300 |
| Department Total | 305,977 | 319,443 | 318,933 | 344,979 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Proposed FY13 |
|-------------------------|----------------|-----------------|-------------------|------------------|
| Cable Franchise Fees | 261,686 | 194,544 | 198,000 | 198,000 |
| Cable Operating Grant | 68,370 | 75,873 | 71,227 | 72,000 |
| Subtotal | 330,056 | 270,417 | 269,227 | 270,000 |
| General Fund | (24,079) | 49,026 | 49,706 | 74,979 |
| Department Total | 305,977 | 319,443 | 318,933 | 344,979 |

| Staffing Summary Department (FTEs) * | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| Communications | 2.00 | 2.00 | 2.00 | 2.00 |
| Department Total | 2.00 | 2.00 | 2.00 | 2.00 |

| Staffing Summary By Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 2.00 | 2.00 | 2.00 | 2.00 |
| FTEs without benefits | - | - | - | - |
| Department Total | 2.00 | 2.00 | 2.00 | 2.00 |

| Position Title | Adopted FY12 | Adopted FY13 |
|------------------------------|-----------------|-----------------|
| TV Production Manager | 1.00 | 1.00 |
| Media Assistant | 1.00 | 1.00 |
| Department Total FTEs | 2.00 | 2.00 |

* Department FTEs do not include part-time staff.

Communications

Department Summary

Department Overview:

The mission of the Communications Office 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 provides 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 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 FY12:

- Departmental expenditures are expected to be \$510 less than budget.

FY13 Budget Highlights:

- Departmental expenditures are proposed to be \$25,536 higher — an increase of 8.0 percent — compared to budgeted expenditures for FY12.
- Departmental FTEs for full-time staff remain unchanged.

- Approximately 57 percent of departmental expenditures are personnel related.
- Personnel costs are up 26 percent compared to budgeted expenditures for FY12. More departmental needs will be met by part-time staff rather than contractors.
- Services and charges account for about 36 percent of departmental expenditures, including \$65,000 for the Takoma Park Newsletter.

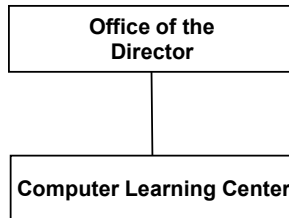
Management Objectives:

- 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.

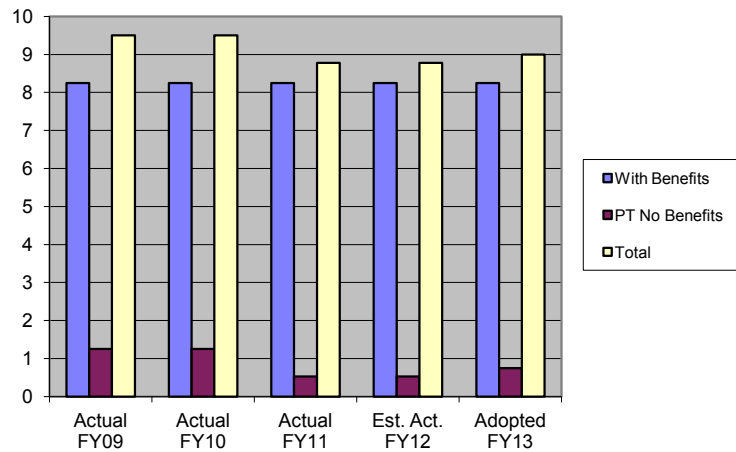
Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--|-------------|-------------------------------|--------------------------------|
| City TV Hours: | | | |
| Original programming | 110 hrs | 140 hrs | 150 hrs |
| Council meetings | 141 hrs | 130 hrs | 130 hrs |
| Auditorium events (not broadcast on TV) | 33 | 45 | 45 |
| 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 pages | n/a | 675 | 750 |

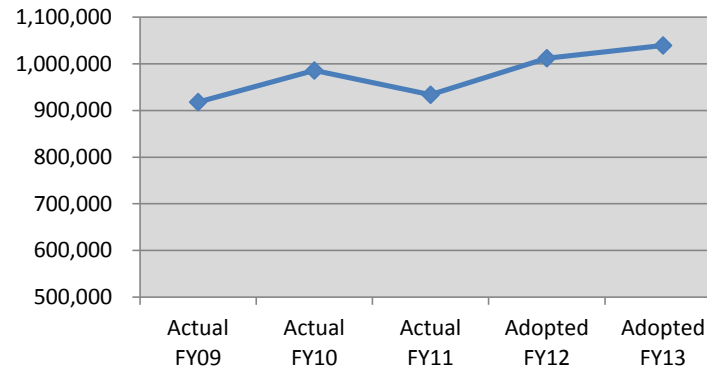
Library



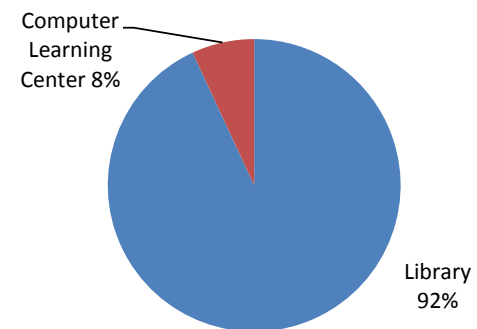
Staffing Trend (FTEs)



Expenditure History



Budget by Division



Library

Department Summary

| Dept. Expenditures by Division | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------------------|----------------|------------------|-------------------|------------------|
| Library | 872,137 | 939,807 | 896,141 | 967,288 |
| Computer Learning Center | 61,422 | 72,078 | 66,383 | 71,915 |
| Department Total | 933,559 | 1,011,885 | 962,524 | 1,039,203 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------------|----------------|------------------|-------------------|------------------|
| Wages | 584,788 | 595,498 | 591,400 | 610,091 |
| Fringe Benefits | 201,472 | 235,908 | 213,485 | 235,756 |
| Overtime | 286 | 500 | 500 | 500 |
| Employee Recognition | 150 | 300 | 200 | 450 |
| Personnel Subtotal | 786,696 | 832,206 | 805,585 | 846,797 |
| Supplies | 101,248 | 120,981 | 112,766 | 146,105 |
| Services and Charges | 39,338 | 48,013 | 34,188 | 35,301 |
| Miscellaneous | 6,277 | 10,685 | 9,985 | 11,000 |
| Department Total | 933,559 | 1,011,885 | 962,524 | 1,039,203 |

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-------------------------|----------------|------------------|-------------------|------------------|
| Library Aid from County | 100,950 | 95,900 | 95,900 | 151,320 |
| Library Fines and Fees | 29,236 | 40,880 | 30,240 | 34,825 |
| Subtotal | 130,186 | 136,780 | 126,140 | 186,145 |
| General Fund | 803,373 | 875,105 | 836,384 | 853,058 |
| Department Total | 933,559 | 1,011,885 | 962,524 | 1,039,203 |

| Staffing Summary by Division (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--|----------------|-----------------|-------------------|-----------------|
| Library | 7.88 | 7.88 | 7.88 | 7.88 |
| Computer Learning Center | 0.90 | 0.90 | 0.90 | 1.12 |
| Department Total FTEs | 8.78 | 8.78 | 8.78 | 9.00 |

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 FY12:

- Departmental expenditures are expected to be \$49,361 lower than budget.
- The variance is attributable to lower than anticipated costs in all expenditure categories.

FY13 Budget Highlights:

- Departmental expenditures are \$27,318 higher compared to budgeted expenditures for FY12.
- Departmental FTEs increase by 0.22.
- Approximately 81 percent of departmental expenditures are personnel related.

- Personnel costs are up by \$14,591 compared to budgeted expenditures for FY12 due to increased operating hours of the Computer Learning Center and related staffing costs.
- Approximately 14 percent of departmental expenditures are supplies. This category includes the cost of books, periodicals, digital and print reference materials, media, furniture, and computer and office supplies, including all materials needed for processing and circulation.
- Services and charges represent about three percent of departmental expenditures. They include contractual costs and support for circulation and cataloging records and functions.



Library

Division Summary – Library

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------------|----------------|-----------------|-------------------|-----------------|
| Library | 872,137 | 939,807 | 896,141 | 967,288 |
| Division Total | 872,137 | 939,807 | 896,141 | 967,288 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 547,267 | 555,548 | 551,022 | 560,348 |
| Fringe Benefits | 192,729 | 221,680 | 200,055 | 221,167 |
| Overtime | 286 | 500 | 500 | 500 |
| Employee Recognition | 100 | 300 | 200 | 400 |
| Personnel Subtotal | 740,382 | 778,028 | 751,777 | 782,415 |
| Supplies | 97,355 | 115,281 | 106,966 | 141,008 |
| Services and Charges | 28,123 | 36,813 | 28,213 | 33,665 |
| Miscellaneous | 6,277 | 9,685 | 9,185 | 10,200 |
| Division Total | 872,137 | 939,807 | 896,141 | 967,288 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 7.50 | 7.50 | 7.50 | 7.50 |
| FTEs without benefits | 0.38 | 0.38 | 0.38 | 0.38 |
| Division Total | 7.88 | 7.88 | 7.88 | 7.88 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| 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 FY12:

- Division expenditures are expected to be \$43,666 less than budget.
- The variance is primarily attributable to less than anticipated expenditures for personnel costs, office and computer supplies, outreach, rebinding, and reduced copier costs.

FY13 Budget Highlights:

- Division expenditures are \$27,481 higher — an increase of 2.9 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to increases for reference materials, new library tables and chairs, e-resources, and books.
- Division FTEs remain unchanged.
- Approximately 81 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 \$151,008 or about 16 percent, of division expenditures.

Management Objectives:

- Serve non-native speakers of English by offering weekly programs in Spanish and monthly programs in French for babies, toddlers, pre-schoolers and their families.

- Serve native Spanish speakers by enlarging our collections of adult and children's fiction and non-fiction in Spanish.
- Continue both the Junior Banned Books Club for children grades 3 through 5, and the Banned Books Club for middle and high school students.
- Promote the Library's novel collections by continuing the monthly 'comics jam' for kids, and by offering programs for parents and other adults on their literary and academic value.
- Expand the reach of our unique Summer Quest reading program by encouraging the parents of pre-readers to participate by reading aloud with their children.
- Explore ways to promote and encourage the use of our increasing numbers of on-line resources.
- Use QR (quick response) coding in targeted areas to direct smart phone and i-pad users to specific locations in our online databases and books, thereby linking the physical to the digital collections. Use QR coding on promotional materials as a green solution to the proliferation of unwanted paper.
- Better serve the emergent maker culture by subscribing to such magazines as MAKE and Craft.
- Strive to maintain current levels of Library borrowing and in-house use of materials.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|-----------------------------|-------------|----------------|----------------|
| Circulation of materials | 118,329 | 117,186 | 118,000 |
| Circulation per capita | 7.08 | 7.01 | 7.06 |
| In-library use of materials | 59,393 | 54,359 | 55,000 |
| Use per capita | 3.55 | 3.25 | 3.29 |
| Program attendance | 14,625 | 14,009 | 14,000 |

Library

Division Summary – Computer Learning Center

| Division Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------|----------------|-----------------|-------------------|-----------------|
| Computer Learning Center | 61,422 | 72,078 | 66,383 | 71,915 |
| Division Total | 61,422 | 72,078 | 66,383 | 71,915 |

| Division Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|----------------------------------|----------------|-----------------|-------------------|-----------------|
| Wages | 37,521 | 39,950 | 40,378 | 49,743 |
| Fringe Benefits | 8,743 | 14,228 | 13,430 | 14,589 |
| Employee Recognition | 50 | - | - | 50 |
| Temporary Assistance | - | - | - | - |
| Personnel Subtotal | 46,314 | 54,178 | 53,808 | 64,382 |
| Supplies | 3,893 | 5,700 | 5,800 | 5,097 |
| Services and Charges | 11,215 | 11,200 | 5,975 | 1,636 |
| Miscellaneous | - | 1,000 | 800 | 800 |
| Division Total | 61,422 | 72,078 | 66,383 | 71,915 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|----------------|-----------------|-------------------|-----------------|
| FTEs with benefits | 0.75 | 0.75 | 0.75 | 0.75 |
| FTEs without benefits | 0.15 | 0.15 | 0.15 | 0.37 |
| Division Total | 1.25 | 0.90 | 0.90 | 1.12 |

| Position Title | Adopted FY12 | Adopted FY13 |
|----------------------------|-----------------|-----------------|
| Library Instructor | 0.90 | 1.12 |
| Division Total FTEs | 0.90 | 1.12 |

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 FY12

- Division expenditures are expected to be \$5,695 less than budget.
- The variance is primarily attributable to lower than anticipated costs for contractual expenditures and support for copier/printer removed from Computer Center.

FY13 Budget Highlights:

- Division expenditures are \$163 lower — a decrease of 0.2 percent — compared to budgeted expenditures for FY12.
- The variance is mainly attributable to the elimination of the copier/printer from Computer Center.
- Division FTEs increase by 0.22.
- Approximately 90 percent of division expenditures are personnel related.
- Other major division expenditures include computer hardware replacement equipment (\$3,020) and computer consumables (\$1,865).

Management Objectives:

- Plan and implement a two-part workshop for children and parents on “online common sense,” using community outreach materials prepared by the federal Trade Commission (their Living Life On-line, Admongo, and Net Cetera programs).
- Enhance and enrich the opening pages available to Computer Center users to direct them to more selected content.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|---------------------------------------|----------------|-------------------|-------------------|
| Number of Internet sessions (log-ons) | 19,373 | 19,373 | 19,373 |
| Hours Used | 15,760 | 15,760 | 15,760 |

Note: In FY 11, Computer Center hours were reduced from 50 to 36 hours per week.

Non-Departmental

Non-Departmental Summary

| Source of Funds | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|-----------------|----------------|-----------------|-------------------|------------------|
| General Fund | 899,803 | 962,304 | 804,528 | 1,095,599 |
| Total | 899,803 | 962,304 | 804,528 | 1,095,599 |

| Dept. Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|------------------------------------|----------------|-----------------|-------------------|------------------|
| Employee Recognition | 15,365 | 15,000 | 15,700 | 15,500 |
| Other Fringe Benefits | 47,475 | 33,233 | 33,000 | 119,780 |
| Worker's Compensation Insurance | 481,591 | 434,750 | 434,738 | 410,000 |
| Personnel Subtotal | 544,431 | 482,983 | 483,438 | 545,280 |
| Supplies | - | 1,000 | 1,000 | 1,000 |
| Services and Charges | 109,059 | 136,000 | 79,984 | 130,900 |
| Miscellaneous | 246,313 | 342,321 | 240,106 | 418,419 |
| Department Total | 899,803 | 962,304 | 804,528 | 1,095,599 |

Supplemental Information:

| Measurement | Actual FY11 | Estimated FY12 | Adopted FY13 |
|---|----------------|-------------------|-----------------|
| Number of auto liability insurance claims | 10 | 10 | 9 |
| Number of general liability insurance claims | 1 | 1 | 0 |
| Number of police liability insurance claims | 1 | 1 | 0 |
| Number of public official insurance claims | 1 | 1 | 0 |
| Number of property insurance claims | 4 | 4 | 3 |
| Number of worker's compensation insurance claims | 20 | 20 | 15 |
| Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit | 151 | 165 | 165 |

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 certain expenses related to the City's cultural programming. Other non-departmental expenditures include the contingency monies set aside as required by the City Charter.

Adopted to Estimated Actual FY12:

- Departmental expenditures are expected to be \$157,776 lower than budget.
- The variance is attributable to credits that reduced insurance costs and unexpended general contingency funds. A budgeted allocation for the demolition of a house purchased by the Maryland-National Capital Park and Planning Commission will not be spent due to a project delay. Staff training costs will also be less than anticipated.

FY13 Budget Highlights:

- Departmental expenditures are \$133,295 higher — an increase of 13.9 percent — compared to budgeted expenditures for FY12. The variance is attributable to increased funding for City grants (\$47,836) and for Arts and Humanities' Commission activities (\$4,000). Personnel costs include funding for possible wage adjustments and the implementation of a market compensation study; wage adjustments are subject to collective bargaining. New expenditures include administrative fees for the Maryland Retirement Plan (\$12,780) and a structural engineer study (\$10,000) for the Community Center.

- Approximately 50 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 12 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 (\$73,684). Funding in the amount of \$25,000 is included for the demolition of a structure on property acquired by the Maryland-National Capital Park and Planning Commission at the City's urging. The City's contribution to the project is the demolition of the house on the site.
- 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 (\$108,490) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$20,000), the City's tuition reimbursement program (\$10,000), and supplemental emergency assistance services provided through the City's contractual arrangement with Ministries United Silver Spring Takoma Park (\$40,000).

Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY13 include the Takoma Park Independence Day Committee (\$13,500), the Crossroads Community Food Network Farm to Table Program (\$17,369), the Takoma Park Folk Festival (\$7,000), the Dance Exchange (\$5,000), Adventist Community Services for youth swimming lessons (\$8,060), and the Takoma Park World Festival (\$8,000). External entities will also benefit from the Small Community Grant Program (\$10,000).

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2013 - 2017

| EQUIPMENT | | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|-----|-------------|-------------|-------------|-------------|-------------|
| Police - Vehicles | | | | | | |
| Patrol Cars | ERR | \$ 164,380 | \$ 213,442 | \$ 263,814 | \$ 271,599 | \$ 279,750 |
| Parking Enforcement Vehicle | ERR | | \$ 20,300 | | | |
| CID Administrative Vehicle - replacement | ERR | \$ 25,920 | | | | |
| | | | | | | |
| Police - Equipment | | | | | | |
| Field Radio Equipment | SCF | \$ 49,200 | \$ 315,000 | \$ 44,200 | \$ 25,000 | \$ 25,000 |
| Mobile Computers | SCF | \$ 17,300 | \$ 17,823 | \$ 18,358 | \$ 18,912 | \$ 14,800 |
| Communication Office Radio Consoles | SCF | | \$ 45,000 | | | |
| Voice Recorder System | SCF | \$ 24,345 | | | | |
| Forensic Imager & Camera | SCF | | | | | \$ 22,700 |
| | | | | | | |
| Public Works - Vehicle | | | | | | |
| Pickup Trucks (#213 & #172) | ERR | \$ 35,000 | \$ 24,800 | | | |
| City Engineer Car | ERR | \$ 20,000 | | | | |
| Building Maintenance Van | GF | \$ 25,000 | | | | |
| Dump Truck (#224 & #225) | ERR | | | | | \$ 130,600 |
| Police Van | ERR | | | | \$ 21,000 | |
| | | | | | | |
| Public Works - Equipment | | | | | | |
| Leaf Collection Vacuums | ERR | | | | \$ 19,500 | \$ 20,500 |
| Crackfilling Machine | ERR | | | \$ 42,000 | | |
| Vehicle Lift 2 | ERR | | \$ 11,000 | | | |
| Transmission Fluid Exchanger | ERR | \$ 8,100 | | | | |
| Oil Containment Center | ERR | | | \$ 11,000 | | |
| Vehicle Exhaust System | ERR | | | \$ 35,500 | | |
| Tractor | ERR | | | \$ 30,000 | | |
| Leaf Box (1 of 6) | ERR | | | \$ 5,000 | | \$ 5,300 |
| Steam Cleaner | ERR | | | | \$ 8,500 | |
| | | | | | | |

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2013 - 2017

| Public Works - Equipment | | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|-----|------------|-----------|------------|------------|-----------|
| Large Air Compressor | ERR | | \$ 10,000 | | | |
| Genisys Master Diagnostic | ERR | | | | \$ 6,050 | |
| Fuel Dispensing Software | ERR | | | | | \$ 20,900 |
| Replace Riding Mower | ERR | | | | | \$ 9,000 |
| Leak Detection System (Veder Root TLS300) | ERR | | \$ 10,100 | | | |
| Replacement of Underground Fuel Tanks | ERR | | | \$ 275,000 | | |
| Replacement of HVAC Controls - Community Center | ERR | | | | \$ 108,000 | |
| Replacement of Emergency Generator - Community Center | ERR | | | \$ 43,347 | | |
| Replacement of Overhead Doors in the Mechanic Shop | ERR | | | | | \$ 24,125 |
| | | | | | | |
| Recreation - Equipment | | | | | | |
| Signature Series Cable Motion Machine | GF | | | | | \$ 6,000 |
| Elliptical Fitness Machine | ERR | | | | | \$ 5,800 |
| Treadmill (Two) | ERR | | \$ 11,000 | | | |
| Basketball Arcade Game - Game Room | ERR | | | | | \$ 7,000 |
| | | | | | | |
| Administration/Communications (City TV) | | | | | | |
| City TV Control Room Equipment | SRF | | | | \$ 15,000 | |
| City TV Digital Playout (Server Room) | SRF | | | | | \$ 7,000 |
| Signage Lobby Display | SRF | | | | | \$ 5,000 |
| City TV Control Room Broadcast Pix Switcher System | SRF | | | \$ 5,000 | | |
| Computer Center Media Lab | SRF | | | \$ 24,000 | | |
| CableTV 13 Network Switching & Routing Equipment | SRF | | | \$ 15,500 | | |
| CableTV 13 Editing & Playback Servers | SRF | | | \$ 29,500 | | |
| | | | | | | |
| Departmental - Vehicles | | | | | | |
| Minivan | ERR | \$ 32,000 | | | | |
| Administrative Pool Vehicle | ERR | | \$ 28,000 | | | |
| | | | | | | |
| Information Technology | | | | | | |
| Closed Circuit TV | ERR | | | | | \$ 14,000 |
| Library Useful Software/Hardware | ERR | | | \$ 38,188 | | |
| Fiber Connectivity | SRF | \$ 150,000 | | | | |

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2013 - 2017

| Information Technology | | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|-----------------|--------------|--------------|--------------|--------------|--------------|
| House Phone System Replacement | ERR | | \$ 120,000 | | | |
| Document Imaging Management System | GF | | \$ 40,000 | | \$ 26,000 | |
| Millennium Door Security Hardware/Software | ERR | | | | | \$ 30,000 |
| Government Services Financial Software | ERR | | \$ 200,000 | | | |
| Server Replacement | ERR | | | | | \$ 60,000 |
| Video Conference Equipment | SRF | \$ 24,000 | | | | |
| Video Surveillance | ERR | | | | | \$ 25,000 |
| | | | | | | |
| SUBTOTAL - EQUIPMENT | | \$ 575,245 | \$ 1,066,465 | \$ 880,407 | \$ 519,561 | \$ 712,475 |
| STREETS AND SIDEWALKS | | FY13 | FY14 | FY15 | FY16 | FY17 |
| Street Light Upgrade | SCF | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Street Rehabilitation | GF | \$ 500,000 | \$ 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 | | \$ 100,000 | | \$ 150,000 | |
| Flower Avenue Green Street Project | GF | \$ 666,000 | | | \$ 200,000 | |
| ADA Sidewalk Retrofit Project | SCF | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 |
| New Sidewalk Design/Construction & Traffic Calming | SCF | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 |
| Ritchie Avenue Traffic Calming Project | SCF | \$ 130,000 | | | | |
| Public Art | GF | \$ 20,000 | \$ 20,000 | \$ 25,000 | \$ 25,000 | \$ 30,000 |
| Ethan Allen Gateway Streetscape | SCF | \$ 315,000 | \$ 210,000 | | | |
| Ethan Allen Gateway Streetscape | SRF | | \$ 350,000 | | | |
| Sidewalks - Safe Routes to School | SRF | \$ 162,000 | | | | |
| | | | | | | |
| SUBTOTAL -STREETS | | \$ 2,843,000 | \$ 2,200,000 | \$ 1,665,000 | \$ 1,895,000 | \$ 1,550,000 |
| PARKS | | FY13 | FY14 | FY15 | FY16 | FY17 |
| Colby Park Playground | GF Transfer SRF | \$ 7,000 | \$ 37,500 | | | |
| Colby Park Playground | SRF | \$ 21,000 | \$ 112,500 | | | |
| Storage Shed Ed Wilhelm Field | GF | \$ 13,000 | | | | |
| Sprinkler System - Lee Jordan Field | GF Transfer SRF | \$ 20,000 | | | | |
| Sprinkler System - Lee Jordan Field | SRF | \$ 60,000 | | | | |
| | | | | | | |
| SUBTOTAL - PARKS | | \$ 121,000 | \$ 150,000 | \$ - | \$ - | \$ - |

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2013 - 2017

| FACILITIES | | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|-----|-----------|-----------|-----------|-----------|-----------|
| Community Center | | | | | | |
| Air Handler #11 (Police Level) | ERR | \$ 15,000 | | | | |
| Air Handler #1 (Police Level) | ERR | | \$ 16,500 | | | |
| Air Handler #2 (Police Level) | ERR | | | \$ 18,000 | | |
| Fan Coil Units (6) - Recreation Office | ERR | | | | | \$ 15,000 |
| | | | | | | |
| Library | | | | | | |
| New Carpet - Public areas | FMR | | | \$ 40,000 | | |
| A/C System | ERR | | | | \$ 20,000 | |
| Library Security Gate | ERR | \$ 9,000 | | | | |
| | | | | | | |
| SUBTOTAL-FACILITIES | | \$ 24,000 | \$ 16,500 | \$ 58,000 | \$ 20,000 | \$ 15,000 |

| STORMWATER MANAGEMENT | | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|----|------------|-----------|-----------|------------|------|
| Grant Avenue bio-retention | SW | \$ 25,000 | | | | |
| Maplewood and Maple Avenue | SW | | \$ 25,000 | | | |
| Baltimore Avenue Culvert | SW | | \$ 30,000 | | | |
| Larch Avenue and Devonshire Bio-Retention | SW | | | \$ 25,000 | | |
| Pipe Realignment | SW | | | \$ 45,000 | | |
| Sligo Mill/ Poplar Mill Trash Interceptor | SW | \$ 100,000 | | | | |
| Eastern Avenue and Tulip Avenue | SW | | | | \$ 30,000 | |
| Hayward Avenue and Larch Avenue | SW | | | | \$ 40,000 | |
| Larch Avenue and Glaizewood Avenue | SW | | | | \$ 30,000 | |
| Hudson Avenue Project | SW | \$ 25,000 | | | | |
| | | | | | | |
| SUBTOTAL - STORMWATER MANAGEMENT | | \$ 150,000 | \$ 55,000 | \$ 70,000 | \$ 100,000 | \$ - |

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2013 - 2017

| | | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| CIP Total – Items funded by Equipment Replacement Reserve | ERR | \$ 309,400 | \$ 665,142 | \$ 761,849 | \$ 454,649 | \$ 646,975 |
| CIP Total – Items funded by Facility Maintenance Reserve | FMR | \$ - | \$ - | \$ 40,000 | \$ - | \$ - |
| CIP Total – Items funded by General Fund – Capital Outlay | GF | \$ 1,254,000 | \$ 660,000 | \$ 555,000 | \$ 901,000 | \$ 536,000 |
| CIP Total – Items funded Through General Fund Operating Transfer to SRF | GF Transfer SRF | \$ 27,000 | \$ 37,500 | \$ - | \$ - | \$ - |
| CIP Total – Items funded Through Speed Camera Program Fund | SCF | \$ 1,555,845 | \$ 1,607,823 | \$ 1,082,558 | \$ 1,063,912 | \$ 1,082,500 |
| CIP Total – Items funded by Special Revenue Funds | SRF | \$ 417,000 | \$ 462,500 | \$ 164,000 | \$ 15,000 | \$ 12,000 |
| CIP Total Stormwater Fund | SW | \$ 150,000 | \$ 55,000 | \$ 70,000 | \$ 100,000 | \$ - |
| CIP GRAND TOTAL | | \$ 3,713,245 | \$ 3,487,965 | \$ 2,673,407 | \$ 2,534,561 | \$ 2,277,475 |

Legend

GF – General Fund

ERR – Equipment Replacement Reserve

FMR – Facility Maintenance 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 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, 2012 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|-------------------|---------------------|
| 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 | 133,000 | 61,861 | 194,861 |
| 2018 – 2025 | <u>1,278,000</u> | <u>261,021</u> | <u>1,539,021</u> |
| Total | \$ 1,894,500 | \$ 618,668 | \$ 2,513,168 |

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, 2012 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|-------------------|---------------------|
| 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 | 146,935 | 20,316 | 167,251 |
| 2018-2020 | <u>473,668</u> | <u>28,085</u> | <u>501,753</u> |
| Total | \$ 1,158,535 | \$ 179,473 | \$ 1,338,008 |

In addition to the Fiscal Year 2013 principal and interest payments, the fiscal year budget includes funds for an additional payment of \$1,032,000 to redeem the bond principal.

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds were 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. The final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of June 30, 2012 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|-------------------|---------------------|
| 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 | 155,000 | 19,305 | 174,305 |
| 2018-2020 | <u>495,000</u> | <u>29,700</u> | <u>524,700</u> |
| Total | \$ 1,240,000 | \$ 170,775 | \$ 1,410,775 |

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.

Stormwater Management Fund

Fund Summary

| Fund Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Stormwater Management | 536,020 | 454,461 | 444,577 | 473,538 |
| Fund Total | 536,020 | 454,461 | 444,577 | 473,538 |

| Fund Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Wages | 60,018 | 59,758 | 60,516 | 86,801 |
| Fringe Benefits | 16,893 | 20,703 | 17,436 | 28,237 |
| Workers Compensation | - | - | - | 2,600 |
| Personnel Subtotal | 76,911 | 80,461 | 77,952 | 117,638 |
| Supplies | 99,350 | 133,000 | 121,850 | 128,000 |
| Services and Charges | 70,007 | 74,000 | 77,775 | 77,900 |
| Capital Outlay | 289,752 | 167,000 | 167,000 | 150,000 |
| Fund Total | 536,020 | 454,461 | 444,577 | 473,538 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| FTEs with benefits | 0.75 | 0.75 | 0.75 | 1.15 |
| FTEs without benefits | - | - | - | - |
| Fund Total | 0.75 | 0.75 | 0.75 | 1.15 |

| Position Title | Adopted FY12 | Adopted FY13 |
|--------------------------|-------------------------|-------------------------|
| City Engineer | 0.50 | 0.50 |
| Special Projects Coord. | 0.00 | 0.40 |
| Administrative Assistant | 0.25 | 0.25 |
| Fund Total FTEs | 0.75 | 1.15 |

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 FY13, the proposed rate is \$55.

Adopted to Estimated Actual FY12:

- Expenditures are expected to be \$9,884 lower than budgeted due to lower repair costs.

FY13 Budget Highlights:

- Fund expenditures are \$19,077 higher — an increase of 4.2 percent — compared to budgeted expenditures for FY12.
- The budgetary increase is attributable to a new full-time position (Special Projects Coordinator) that will be partially paid for out of the Stormwater Management Fund.
- Fund FTEs increase by 0.40.
- Approximately 25 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of an Administrative Assistant position.
- Supplies represent about 27 percent of fund expenditures.
- Services and charges represent about 16 percent of fund expenditures.
- Capital expenditures total \$150,000, or about 31 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 meet Best Management Practices required by the State and EPA.
- Continue programs to meet the NPDES requirements.
- Identify areas for impervious pavement reduction.

Performance/Workload Measures:

| Measurement | Actual FY11 | Estimated FY12 | Projected FY13 |
|--|-------------|----------------|----------------|
| Number of stormwater permits issued | 2 | 5 | 5 |
| Number of stormwater concept plans reviewed | 5 | 5 | 5 |
| Number of waivers granted | 0 | 0 | 0 |
| Linear feet of line inspected and cleaned | 8,254 | 20,000 | 25,000 |
| Number of inlets cleaned | 57 | 50 | 60 |
| Number of emergency cleaning calls | 2 | 4 | 3 |
| Number of repaired inlets | 20 | 15 | 20 |
| Number of pavement or grade corrections for drainage | 7 | 6 | 6 |
| Linear feet of pipe replaced | 60 | 80 | 100 |
| Number of new inlets constructed | 6 | 4 | 4 |
| Linear feet of new pipe | 402 | 400 | 500 |
| Square feet of infiltration trenches constructed | 1,700 | 1,200 | 2,000 |

Speed Camera Fund

Fund Summary

| Fund Expenditures | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Speed Camera Fund | 1,839,644 | 2,598,714 | 2,482,297 | 3,382,480 |
| Fund Total | 1,839,644 | 2,598,714 | 2,482,297 | 3,382,480 |

| Fund Expenditures by Type | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Wages | 183,673 | 238,037 | 236,538 | 359,009 |
| Fringe Benefits | 88,898 | 130,777 | 127,403 | 188,551 |
| Workers Compensation | - | - | - | 32,000 |
| Overtime | 14,454 | 20,000 | 26,436 | 25,000 |
| Clothing Allowance | - | 3,000 | 4,460 | 7,200 |
| Employee Recognition | | | 200 | 50 |
| Personnel Subtotal | 287,025 | 391,814 | 395,037 | 611,810 |
| Supplies | - | 100 | 60 | 100 |
| Services and Charges | 668,641 | 906,000 | 871,400 | 1,150,570 |
| Miscellaneous | 77,501 | 165,800 | 165,800 | 155,000 |
| Capital Outlay | 806,477 | 1,135,000 | 1,050,000 | 1,465,000 |
| Fund Total | 1,839,644 | 2,598,714 | 2,482,297 | 3,382,480 |

| Staffing Summary by Position Type (FTEs) | Actual FY11 | Adopted FY12 | Estimated FY12 | Adopted FY13 |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| FTEs with benefits | 3.00 | 4.13 | 4.13 | 6.26 |
| FTEs without benefits | - | - | - | - |
| Fund Total | 3.00 | 4.13 | 4.13 | 6.26 |

| Position Title | Adopted FY12 | Adopted FY13 |
|---|-------------------------|-------------------------|
| Police Officer | 0.75 | 1.00 |
| Traffic Officer | 1.00 | 1.00 |
| Photo Enforcement Analyst | 1.00 | 1.00 |
| Communications Emergency Management Supervisor | - | 1.00 |
| Research/Policy Manager | - | 0.50 |
| Crossing Guard | 0.38 | 0.76 |
| Police Sergeant | 1.00 | 1.00 |
| Fund Total FTEs | 4.13 | 6.26 |

Speed Camera Fund

Fund Overview:

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's safe speed 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 FY12:

- Fund expenditures are expected to be \$116,417 lower than projected.
- This variance is attributable to less than anticipated capital outlay expenditures and contractual costs.

FY13 Budget Highlights:

- Fund expenditures are \$783,766 higher — an increase of 30.2 percent — compared to budgeted expenditures for FY12.
- The variance is attributable to increased contractual costs associated with the pending installation of two new speed cameras on Carroll Avenue, increased funding for capital projects, and new staffing.
- Fund FTEs increase 2.13 due to a new full-time position (Police Communications Supervisor/Emergency Management Coordinator), another school crossing guard, and the transfer of two part-time positions previously paid for with grant funds.
- Personnel costs represent 18 percent of fund expenditures. In addition to the speed camera program staff, funding is allocated for other public safety employees and special police enforcement details.
- Services and charges represent about 34 percent of fund expenditures. This category includes the cost of the City's contract with Xerox (formerly ACS State and Local Solutions, Inc.) for the maintenance of the speed cameras and for ticket processing.

- Miscellaneous costs represent about five percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile computers, field radios, and a voice recorder system.
- Capital Outlay expenditures are budgeted at \$1,465,000 and represent 43 percent of fund expenditures. The majority of the funding is earmarked for the installation of new sidewalks and traffic calming measures (\$400,000) and sidewalk retrofit work for compliance with the Americans with Disabilities Act (\$600,000). Allocations have also been made for the Ritchie Avenue Traffic Calming Project (\$130,000), the Ethan Allen Gateway Streetscape Project (\$315,000), and installation of new streetlights (\$20,000).



Special Revenue Funds

Project Descriptions

General Government

Cable Equipment Grants **\$184,000**

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 2013, 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.

Housing and Community Development

Commercial Façade Easement Program **\$65,000**

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)

MissionServ Takoma Park 2012 **\$31,000**

Project provides for the abatement of exterior code violations for income-qualified homeowners using supervised volunteers and construction specialists organized by the subrecipient, the District of Columbia Baptist Convention. 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 (PY38).

Takoma Park Presbyterian Church **\$2,760**

Scholarship program for food safety classes for income qualified individuals. 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 (PY38).

MHP Homework Club **\$5,520**

Preschool, homework club and summer enrichment program offered by Montgomery Housing Partnership (MHP) for children ages 3 to 12 of families residing at 7610 Maple and Gilbert Highlands. 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 (PY38).

Community Bridges - Jump Start Girls! **\$4,140**

Out of school program offered by Community Bridges, Inc. to at-risk girls with low income and immigrant backgrounds attending Takoma Park Middle School. 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 (PY38).

YMCA Youth Group Therapy **\$4,830**

Program provides weekly therapeutic group sessions conducted by the YMCA of Metropolitan Washington DC – Youth and Family Services for Takoma Park Middle School students at risk of suspension or other disciplinary action. 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 (PY38).

Special Revenue Funds

Project Descriptions

Safe Routes to School

\$21,600

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 E).

Recreation

Park Projects

\$108,000

Projects include a sprinkler system at Lee Jordan Field and the design costs for a playground that will be constructed at Colby Park in FY2014. Partial funding (\$81,000) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. The City will provide matching funds of \$27,000.

Police

Homeland Security Grant – FFY 2010 SHSGP

\$7,540

FFY 2010 State Homeland Security Grant Program (SHSGP) funding from Department of Homeland Security, 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.

Public Works

Safe Routes to School

\$162,000

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 Route to School Program. (Program Year E)

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:

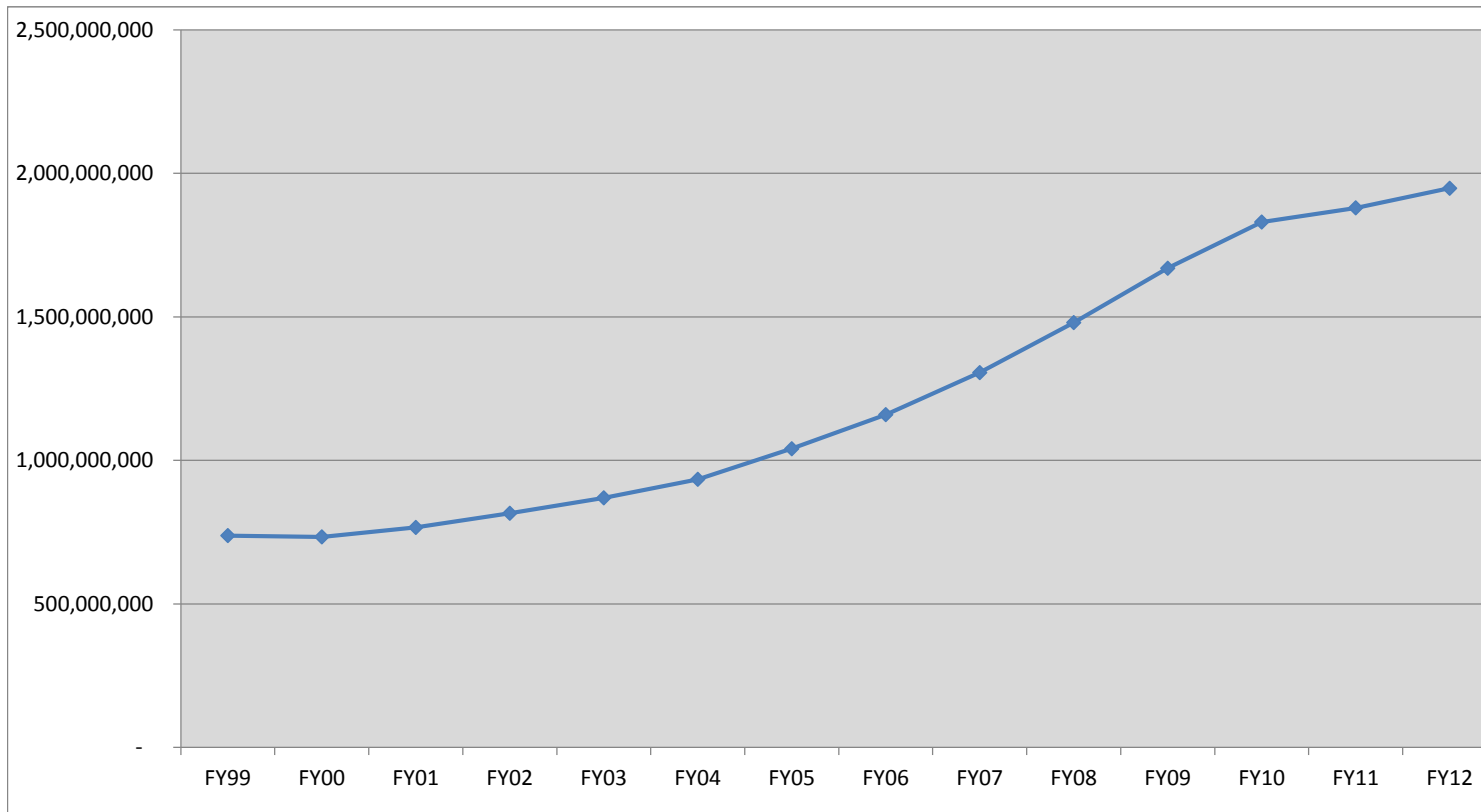
| | |
|---|---------------|
| Managerial and professional | 55.4 percent* |
| Sales and office occupations | 19.8 percent* |
| Service occupations | 17.3 percent* |
| Construction, extraction, maintenance | 2.7 percent* |
| Production, transportation, material moving | 4.8 percent* |

* 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



Fiscal Year

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.

| | |
|------|---------------|
| FY99 | 738,202,215 |
| FY00 | 733,710,538 |
| FY01 | 766,538,098 |
| FY02 | 815,876,168 |
| FY03 | 869,676,011 |
| FY04 | 934,275,038 |
| FY05 | 1,040,717,919 |
| FY06 | 1,159,577,994 |
| FY07 | 1,305,972,838 |
| FY08 | 1,480,266,902 |
| FY09 | 1,669,463,691 |
| FY10 | 1,830,553,617 |
| FY11 | 1,879,939,846 |
| FY12 | 1,948,074,014 |