

ADOPTED BUDGET

CITY OF TAKOMA PARK, MD



FISCAL YEAR 2015
JULY 1, 2014 – JUNE 30, 2015

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Introduction to the Budget Document



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The City of Takoma Park

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Brian T. Kenner, City Manager

April 7, 2014

Honorable City Councilmembers and Residents:

It gives me great pleasure to submit for your review and consideration the recommended budget for the City of Takoma Park for Fiscal Year 2015 (FY15). The City's annual budget determines the manner in which services are delivered to the community and expresses strategic priorities. The adoption of the budget is one of the most important actions that the City Council takes each year.

I am very proud of the process by which this budget was developed which included Council retreats, outside stakeholder and individual Councilmember meetings, department "roundtables" to discuss City agency objectives, and internal City staff meetings. This type of process was meant to build priorities and consensus points prior to the budget's formulation. One product of these early discussions with Council was the development of a series of guiding principles that will be echoed throughout the budget. These principles provide a focus for the long-term financial health of the City and include:

- Economic Development
- Environmental Sustainability
- Quality of Life
- Fiscal Prudence

Budget Climate

Similar to a year ago, the economic climate for the budget still shows some signs of uncertainty rooted in the stop-and-start nature of the national and Washington, DC regional economy since the recent recession. Questions over federal budget sequestration, the potential for rising interest rates, and inconsistent job growth remain. Different from last year, some economic factors can now be more clearly seen as gaining momentum including rising consumer confidence, climbing home prices, and lower unemployment nationally and regionally.

The Budget

Despite relatively flat revenue, the FY15 budget seeks to provide a comprehensive set of services to our residents and capitalize on unique opportunities. We are utilizing some of the City's substantial reserve funding for important capital improvement projects and being fairly conservative with new programs and initiatives. Because of the thoughtful planning through the most recent recession and immediately

afterwards, we are in a position to meet resident needs while also maintaining the ability to respond to unanticipated situations and emergencies. Furthermore, this budget reflects an intent to identify areas of potential growth for the City related directly to the guiding principles and to allocate targeted resources to them.

While our municipality is small in terms of size, we have a complex mix of service demands due to our geographic location and population characteristics. Despite this complexity, I am happy to report that this budget includes a tax rate of \$0.57 per \$100 of assessed value which is unchanged from the previous fiscal year.

The total operating budget for all funds for FY15 is \$26.6 million, a decrease of 1.3% from last year. Similarly, the General Fund budget for FY15 is \$23.3 million which represents a 1.7% decrease over the adopted FY14 General Fund budget including amendments made in FY14.

Revenue

The FY15 revenue budget is 5.3% higher than the FY14 revenue budget at \$25.8 million. The General Fund budget revenue for FY15 is \$21.6 million which is roughly equivalent to the General Fund revenue for FY14.

- Stormwater revenue is up 37% from the previous year primarily due to a grant from the National Fish & Wildlife Federation to support a bio-retention stormwater project.
- Special Revenue has increased 150% from the previous year, or more than \$1 million, because of the Transportation Alternatives Program (TAP) award for the Ethan Allen Gateway project and because of the current Montgomery County estimate for cable capital funds. It is possible once the Montgomery County budget is completed the cable funding number may change.
- Local tax revenue is expected to remain relatively level although neither Montgomery County nor the State of Maryland have finalized their budgets. In total, municipal tax duplication payments by Montgomery County account for almost 20% of the General Fund expenditure budget and, when counting library aid and county designated police rebate, are proposed to increase by 1% from FY14. Further, Maryland Highway User Revenue payments increased 3% from FY14 to \$0.3 million. It is important to note, these payments remain well below amounts received annually before the recession which were roughly twice as much as current payments.
- All other General Fund revenues including intergovernmental, charges for services, fines and forfeitures, and licenses and permits are anticipated to remain flat compared to FY14.

Operating Budget

Personnel costs including salary and benefits are roughly 65% of the General Fund budget. Total personnel costs are estimated to increase by 3% from FY14. The majority of this increase is due to growth in health care, benefit, and workers compensation costs. In addition, there is a small increase in staffing proposed from FY14 to FY15 of roughly 2.8 FTEs, and as in previous years, we have been careful to keep ongoing expenses funded by ongoing revenue. The proposed budget assumes the existing personnel compensation plan continues from FY14. There will likely be changes to the personnel cost compensation amount in FY15 after completion of a compensation study and union negotiations.

In this proposed budget, nearly \$1 million (above the recommended minimum \$3 million reserve level) has been left unappropriated in the General Fund balance to account for future contingencies.

As stated previously, the intent of this budget is to maintain the current level of services while also targeting some particular areas of opportunity in line with the budget's guiding principles. Some new initiatives proposed for FY15 include:

Economic Development

- A study of potential options related to the Takoma Park Recreation Center is proposed in an effort to investigate and spur economic development opportunities in the New Hampshire Ave corridor.
- Support for the first-time of the Takoma/Langley Crossroads Development Authority (CDA) which operates to market and promote the Takoma/Langley commercial business district.

Environmental Sustainability

- Expansion of the food waste composting program throughout the City.
- Implementation of elements of the sustainable energy action plan.
- Roll out of the Safe Grow pesticide restriction program to private residences which will include educational and marketing materials.

Quality of Life

- A small pilot summer youth employment program targeting Takoma Park youth is proposed.
- Adding more hours of service at the New Hampshire Avenue Recreation Center to meet service demands of residents, particularly those age 55 and older.
- Website enhancement resources to continue to improve on the performance of the existing site for residents.

Fiscal Prudence

- Providing a contribution to the Equipment Replacement Reserve and fully funding a contribution for the police pension at the actuarially recommended amount.
- Creation of a part-time position within the Finance office to support accountant operations. This position existed prior to the recent recession as a part-time position but was subsequently eliminated.
- Maintenance of the assessed property tax rate at \$0.57 per \$100 assessed value.

Capital Improvement Plan

Some significant projects that have been identified for FY15 in the Capital Improvement Plan include:

- New sidewalk construction to include the Pinecrest neighborhood (Westmoreland Ave., Orchard Ave., Allegheny Ave., Kansas Ln, 4th Ave, Sligo Mill Rd) and the 400 Block of Boyd Ave. Also, initiating sidewalk design for the 1000 Block of Elm Ave.
- Design and site prep for a new dog park.
- Design and construction for the Colby Park playground and Sligo Mill Overlook Park playground.

- Design services for potential police headquarters expansion and library expansion efforts.
- Design and construction for the Flower Ave Green Street and Ethan Allen Gateway projects.

Summary

For eight consecutive years, the Government Finance Officers Association has recognized the City with its Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program) which recognizes organizations that go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. We continue to strive to make all of our budget presentations reflective of similar principles.

The FY15 budget is the product of months of preparation by the staff and Council. Focusing the budget around four guiding principles has helped to ensure a comprehensive view of initiatives and programs will occur. Moreover, new resources are proposed to take advantage of opportunities within these principles. The staff and I look forward to working with the Council to finalize the budget for FY15 that meets the high standards set by our residents and exemplifies the vision of what Takoma Park is and will become.

On a personal note, I would like to thank the Council and City's management team and budget staff for the assistance each has provided. In particular, Finance Director Yovonda Brooks and Budget Specialist Daisy Ling were extraordinary in their roles. Also, Craig Terrill and Emily Cohen provided valuable assistance in completing the budget presentation. Finally, the Deputy City Manager Suzanne Ludlow provided exceptional judgment and expertise in developing this budget.

Sincerely,



Brian Kenner

City Manager

Acknowledgement

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
Kate Stewart, Ward Three
Councilmember Terry J. Seamens, Ward Four
Councilmember Jarrett Smith, Ward Five
Councilmember Frederick Schultz, Ward Six

City Manager

Brian T. Kenner

Deputy City Manager

Suzanne R. Ludlow

Director of Finance

Yovonda Brooks

Management Team

Ellen Arnold-Robbins, Director of Library
Alexis Blackwell, Director of Human Resources
Daryl Braithwaite, Director of Public Works
Jessie Carpenter, City Clerk
Abel Castillo, Information Systems Manager
Sara Daines, Director of Housing and Community Development
Gregory Clark, Director of Recreation
Alan Goldberg, Chief of Police

Budget Document Preparation

Daisy Ling, Financial/Budget Specialist
Peggye Washington, Executive Assistant
Emily Cohen, Management Assistant
Craig Terill, Media Specialist

Budget Development Process

General Information

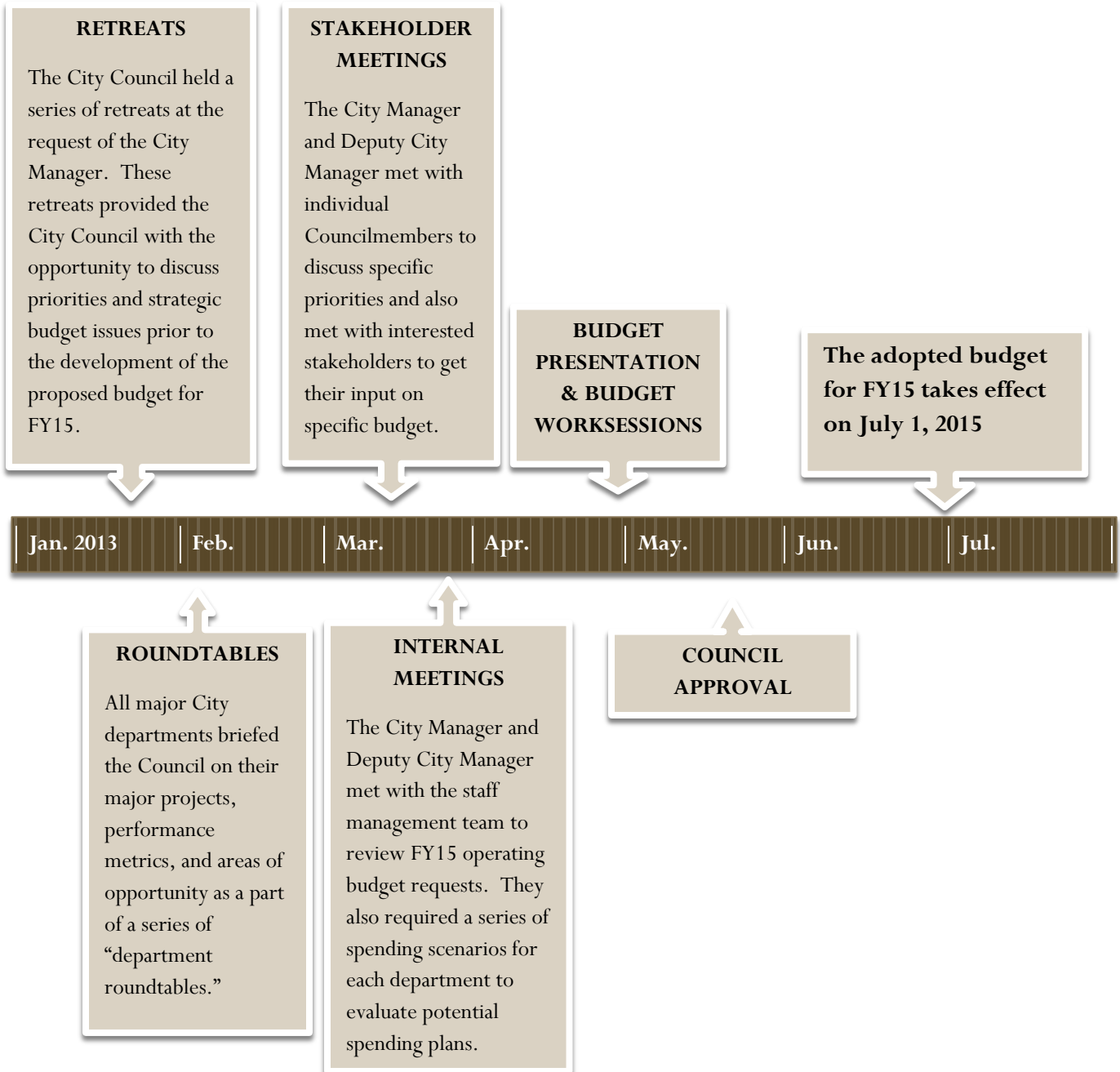
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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.

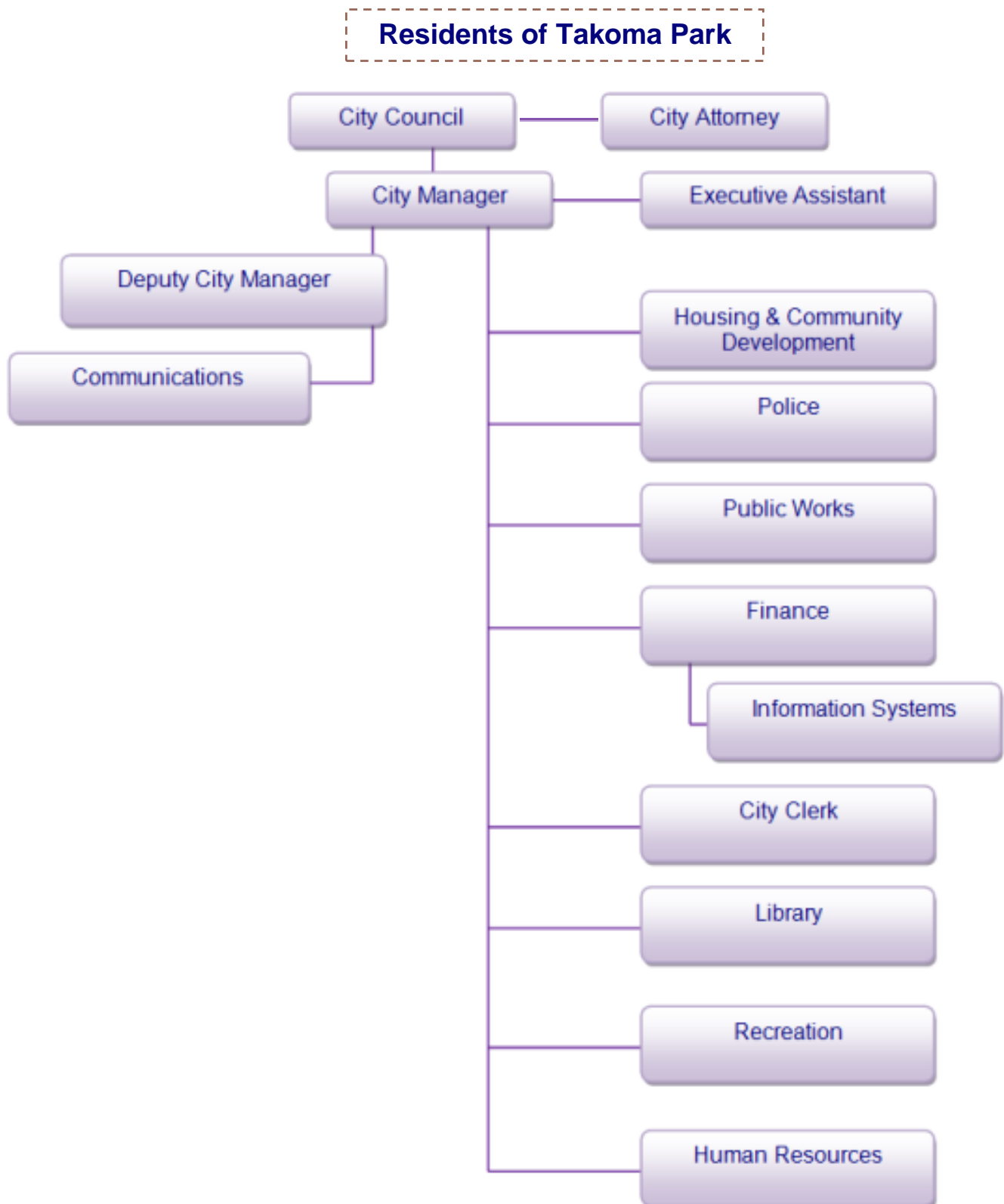
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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.

Budget Development Process



Organizational Chart



FY 2015 Budget at a Glance

- Total revenues (all funds) of \$25,798,630.
- Total expenditures (all funds) of \$26,692,474.
- Total General Fund revenues of \$21,573,010.
- Total General Fund expenditures of \$23,428,435.
- Assessable real property base (net) projected to increase by approximately \$20.7 million or 1.1 percent from FY14.
- Real property tax rate remains at \$0.57 per \$100 of assessed valuation. Real property tax revenues increase by \$112,444 compared to FY14 budgeted revenues.
- Tax duplication payments from Montgomery County remain the same as FY14.
- Staffing levels increase by 2.81 full-time equivalents. The increase includes a full-time Sustainability Coordinator, a full-time Garden Maintenance Technician, and a part-time Accounting Assistant as well as adjustments to part-time hours.
- Anticipated General Fund expenditures of \$553,500 for gateway and street improvements. General Fund expenditures also include \$250,000 for the Flower Avenue Green Street Project to be paid for with a payment from the State Highway Administration. Expenditures for New Sidewalk and ADA Retrofits total \$1 million.
- Continued funding (\$166,000) for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Contributions of \$840,000 to the Equipment Replacement Reserve.

FY 2015 Budget at a Glance

- Financial support for Main Street Takoma (\$30,000) and Takoma Langley Crossroads (\$30,000), and the Takoma Park Independence Day Committee (\$15,000). Continued financial support for emergency assistance services (\$30,000) to supplement donations made through the stormwater management fee billing.
- Support for the Takoma Park Folk Festival (\$10,000), and \$149,000 for community programs.
- Funding in the amount of \$180,000 for sustainability initiatives.
- Expenditures of \$718,700 for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, and bio-retention projects.
- Various grant-funded projects in the amount of \$1,189,256 accounted for in the Special Revenue Funds. Projects include programming to enhance the safety of children coming to and from schools and grant funds totaling \$106,250 for the Flower Avenue Green Street Project.
- Anticipated expenditure of \$1,356,083 from speed camera revenues. Expenditures include payment to the program contractor, funding of certain public safety positions, and police equipment.
- General Fund expenditures also include funds for the 125th Anniversary Celebration and Recognition Task Force (\$10,000), Carroll Avenue Bridge construction detours (\$15,000), and the ACES Program for high school students (\$20,000).

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Adopted FY14	Adopted FY 15
General Government	18.00	16.50	16.50	16.88	16.95	17.50
Police	57.44	54.99	54.99	55.09	58.83	58.97
Public Works	32.63	32.25	32.25	32.85	32.85	34.85
Recreation	19.67	18.22	17.79	17.73	19.76	19.89
Housing and Community Development	10.25	9.38	9.38	10.66	10.66	9.75
Communications	3.00	2.00	2.00	2.00	4.00	4.35
Library	9.50	8.78	8.78	9.00	10.16	10.90
Stormwater Management	0.75	0.75	0.75	1.15	1.15	1.15
Special Revenue	0.50	1.87	1.16	0.40	0.19	-
Speed Camera	2.75	3.00	4.13	6.26	3.00	3.00
Total Full-Time Equivalents	154.49	147.74	147.73	152.02	157.55	160.36



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Financial Structure Overview

The FY15 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, and the Speed Camera Fund. These funds are described in more detail below.

General Information

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.

Financial Structure Overview

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, 2014

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Speed Camera Fund</u>	<u>Total</u>
FY 2015 Revenues	21,573,010	591,150	1,821,670	1,812,800	25,798,630
FY 2015 Expenditures	23,428,435	718,700	1,189,256	1,356,083	26,692,474
Excess (deficiency) of revenues over expenditures	(1,855,425)	(127,550)	632,414	456,717	(893,844)
Other Financing Sources (Uses)					
Operating transfers in (out)	(92,850)	-	92,850	-	-
Total Other Financing Sources (Uses)	(92,850)	-	92,850	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,948,275)	(127,550)	725,264	456,717	(893,844)
Fund Balance					
Beginning of year	10,710,173	267,226	2,894,193	257,864	14,129,456
End of year	8,761,898	139,676	3,619,457	714,581	13,235,612

Reconciliation from Proposed to Adopted Budget

Changes from the Proposed to the Adopted FY15 Budget

General Fund

Proposed Transfer to Special Revenue Fund	87,850
Increase: Program Open Space Grant Match-Dog Park	5,000
Adopted Transfer to Special Revenue Fund	92,850

Proposed Expenditure Total - City Manager's Proposed Budget	23,342,435
General Government	
Increase: Recognition Task Force & Anniversary Celebration	10,000
Public Works	
Increase: Additional Sustainability Program Initiatives	20,000
Increase: Study for connecting Orchard Alley & Sheridan Street	5,000
Increase: Carroll Ave Bridge Construction Detours	15,000
Recreation	
Increase: ACES Program for High School Students	20,000
Increase: Youth Camps at Washington Adventist University	6,000
Housing & Community Development	
Increase: Additional Funds-NH Ave Recreation Center Study	5,000
Non-Departmental	
Increase: Piney Branch Pool Grant	5,000
Adopted Expenditure Total	23,428,435

Reconciliation from Proposed to Adopted Budget

Changes from the Proposed to the Adopted FY15 Budget

Special Revenue Fund

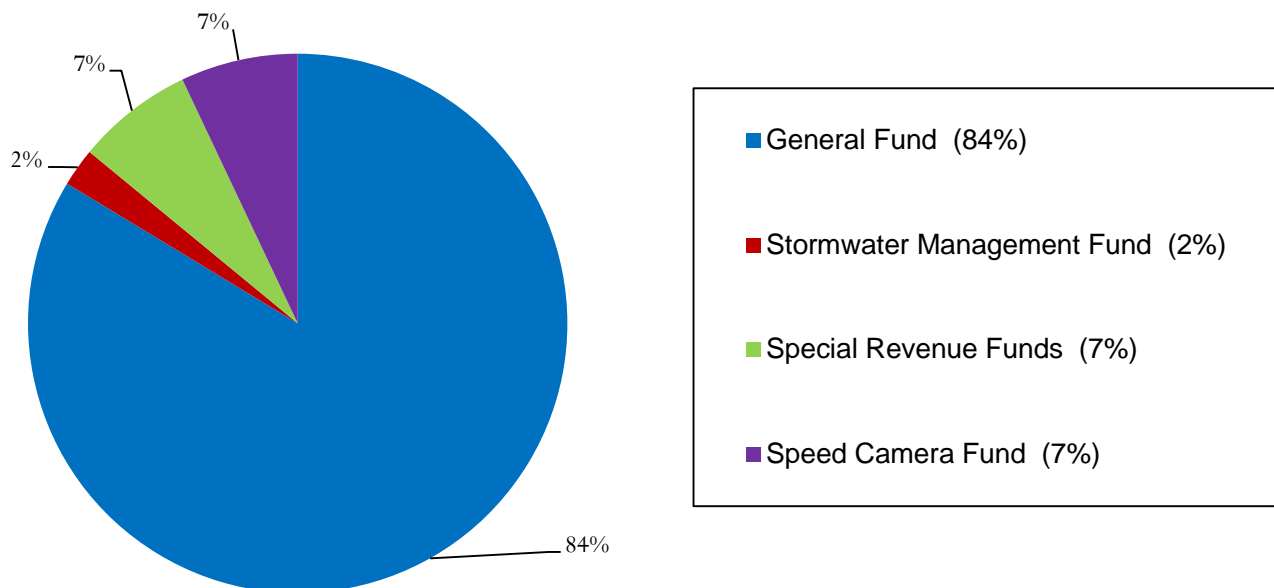
Proposed Revenue Total - City Manager's Proposed Budget	1,806,670
Intergovernmental Revenues	
Increase: Program Open Space Grant for Dog Park	15,000
Adopted Revenue Total	1,821,670

Proposed Expenditure Total - City Manager's Proposed Budget	1,169,256
Capital Outlay:	
Increase: Dog Park Design & Construction	20,000
Adopted Expenditure Total	1,189,256

Transfer From General Fund - City Manager's Proposed Budget	87,850
Increase: POS Grant Match	5,000
Adopted Transfer From General Fund	92,850

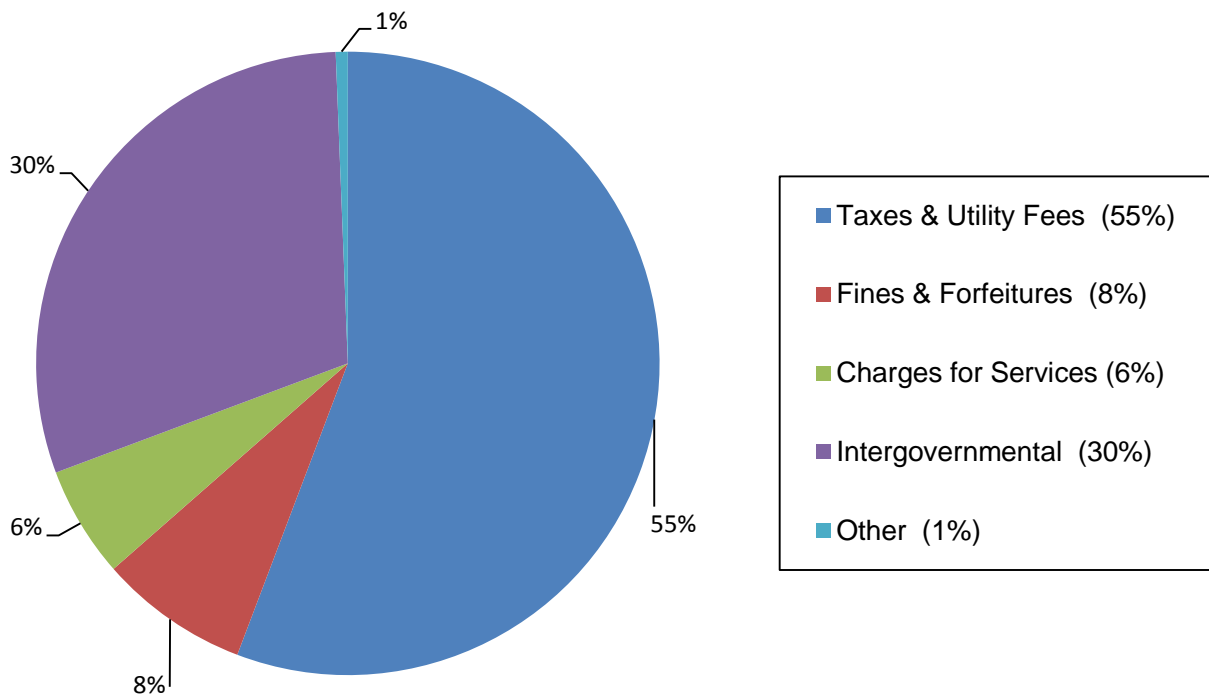
Budget Combined Revenues by Fund

TOTAL	\$25,798,630
General Fund	\$21,573,010
Stormwater Management Fund	\$591,150
Special Revenue Funds	\$1,821,670
Speed Camera Fund	\$1,812,800



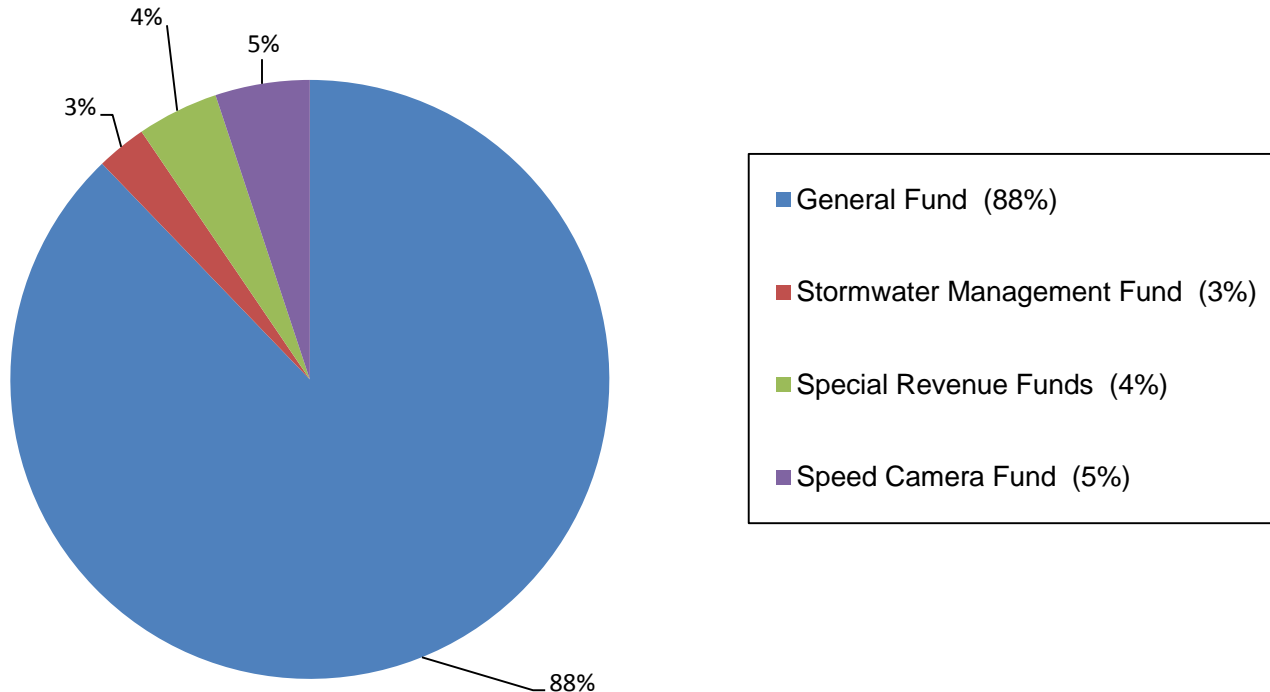
Budget Combined Revenues by Type (All Funds)

TOTAL	\$25,798,630
Taxes & Utility Fees	\$14,379,654
Fines & Forfeitures	\$2,002,500
Charges for Services	\$1,486,630
Intergovernmental	\$7,769,692
Other	\$160,154



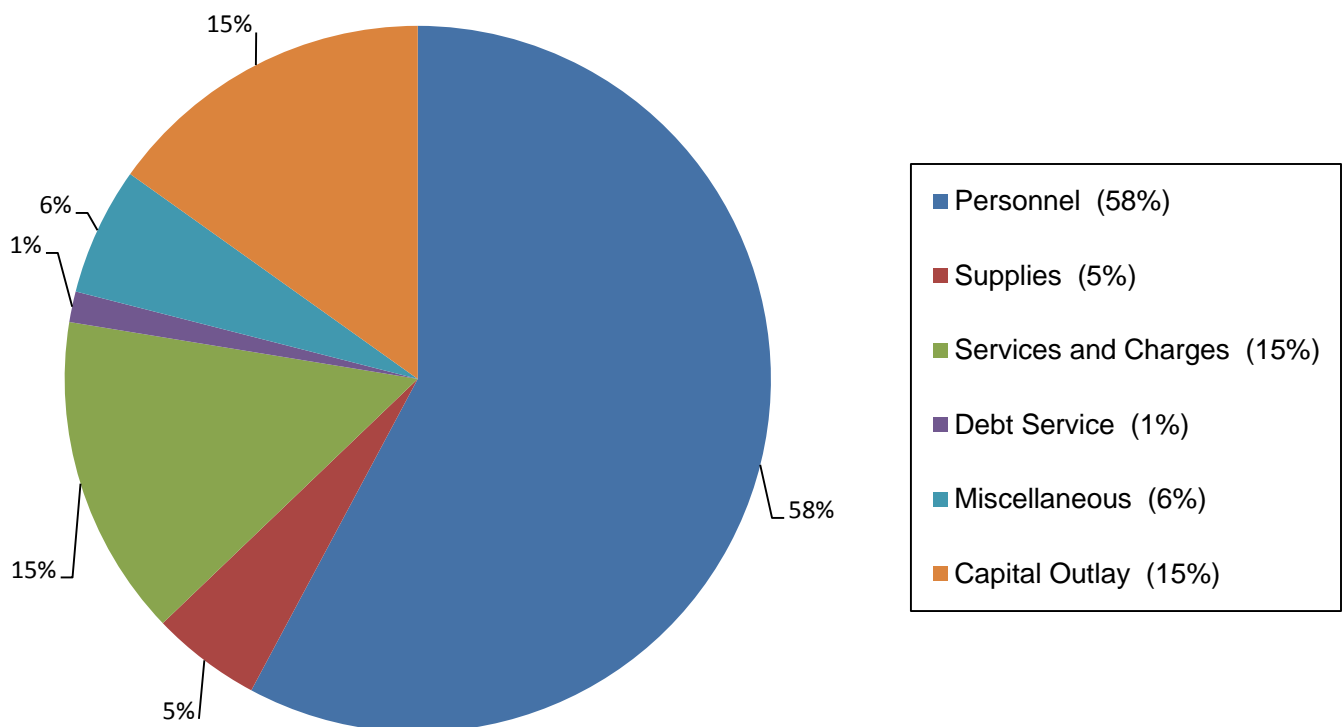
Budget Combined Expenditures by Fund

TOTAL	\$26,692,474
General Fund	\$23,428,435
Stormwater Management Fund	\$718,700
Special Revenue Funds	\$1,189,256
Speed Camera Fund	\$1,356,083



Budget Combined Expenditures by Type (All Funds)

TOTAL	\$26,692,474
Personnel	\$15,404,344
Supplies	\$1,337,175
Services and Charges	\$3,934,812
Debt Service	\$373,746
Miscellaneous	\$1,595,553
Capital Outlay	\$4,046,844



General Fund Summary

	Audited FY11	Audited FY12	Audited FY13	Adopted FY14	Estimated FY14	Adopted FY15
REVENUES						
Taxes and utility fees	13,751,914	14,404,183	14,650,731	14,228,000	14,134,431	14,379,654
Licenses and permits	78,664	81,235	79,371	72,604	71,904	75,854
Fines and forfeitures	253,694	197,814	169,526	220,300	213,300	190,500
Use of money and property	44,111	47,044	25,909	35,000	23,900	25,000
Charges for service	989,821	1,080,058	1,089,570	1,011,680	1,060,142	1,064,730
Intergovernmental	4,304,639	4,311,758	5,429,915	5,906,412	5,599,293	5,779,272
Miscellaneous	137,121	146,910	84,394	69,050	56,439	58,000
Total Revenues	19,559,964	20,269,002	21,529,416	21,543,046	21,159,409	21,573,010
EXPENDITURES						
General Government	2,290,748	2,343,026	2,340,349	2,814,511	2,629,258	2,834,063
Police	5,821,798	5,974,865	6,005,717	6,619,387	6,118,937	6,659,139
Public Works	3,728,947	3,638,463	3,803,074	4,433,054	4,334,438	4,555,240
Recreation	1,267,910	1,157,610	1,261,458	1,576,445	1,414,242	1,613,125
Housing and Community Development	1,150,502	1,176,412	1,267,776	1,704,122	1,569,175	1,600,817
Communications	305,977	327,657	336,326	441,450	412,250	552,850
Library	933,559	959,612	1,004,961	1,160,831	1,140,775	1,179,084
Non-Departmental	899,803	785,613	875,876	1,197,002	1,123,149	1,307,480
Capital Outlay	3,033,129	2,362,840	975,646	3,353,203	2,518,290	2,752,891
Debt Service	1,179,855	2,143,407	1,534,430	373,529	373,559	373,746
Total Expenditures	20,612,228	20,869,505	19,405,613	23,673,534	21,634,073	23,428,435
Excess (deficiency) of revenues over expenditures	(1,052,264)	(600,503)	2,123,803	(2,130,488)	(474,664)	(1,855,425)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	1,500,000	-	-	-	-	-
Operating transfers in (out)	(7,502)	(91,640)	(8,121)	(14,500)	(14,300)	(92,850)
Total Other Financing Sources (Uses)	1,492,498	(91,640)	(8,121)	(14,500)	(14,300)	(92,850)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	440,234	(692,143)	2,115,682	(2,144,988)	(488,964)	(1,948,275)
FUND BALANCE						
Beginning of year	9,335,364	9,775,598	9,083,455	11,199,137	11,199,137	10,710,173
End of year	9,775,598	9,083,455	11,199,137	9,054,149	10,710,173	8,761,898

General Fund - Fund Balance Projection Detail

	As Of July 1, 2013	Additions	Deletions	As Of June 30, 2014	Additions	Deletions	As Of June 30, 2015
Emergency Reserve	430,881	-	-	430,881			430,881
Equipment Replacement Reserve	2,832,761	1,300,000	679,390	3,453,371	840,000	618,291	3,675,080
WSSC Contribution for Future Street Work	225,248	-	-	225,248			225,248
Facility Maintenance Reserve	500,850	250,000	-	750,850	-	191,000	559,850
NonSpendable- Prepaid, Deposits, Inventory	581,892		577,587	4,305		2,100	2,205
Total Reserved/ NonSpendable Fund Balance	4,571,632	1,550,000	1,256,977	4,864,655	840,000	811,391	4,893,264
Total Unreserved Fund Balance	6,627,505		781,987	5,845,518		1,976,884	3,868,634
Total Fund Balance	11,199,137			10,710,173			8,761,898

General Fund Revenues

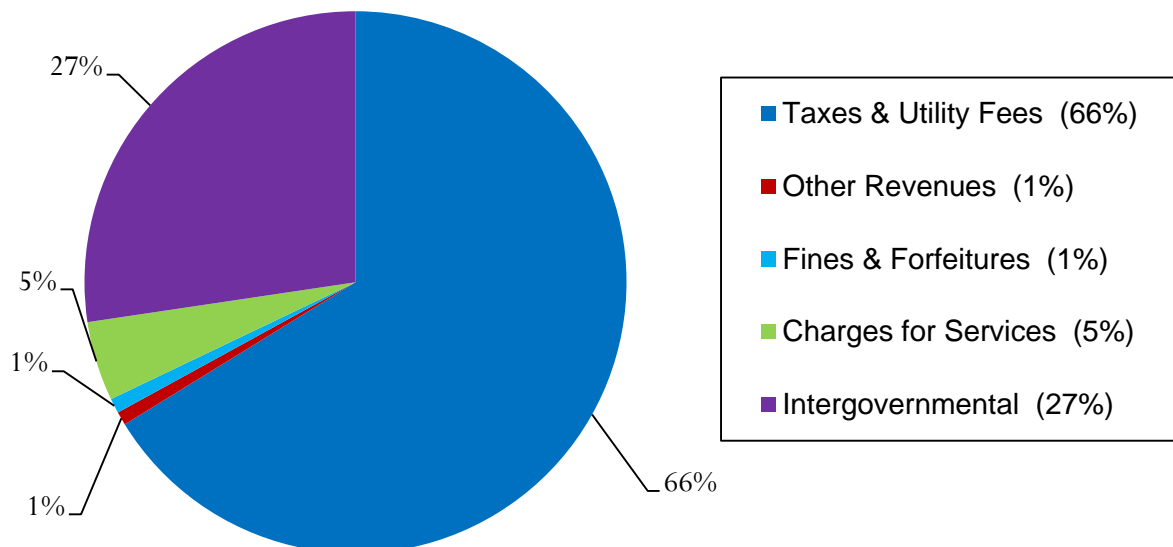
REVENUES BY SOURCE	Audited FY11	Audited FY12	Audited FY13	Adopted FY14	Estimated FY14	Adopted FY15
Taxes and Utility Fees						
Real Property	10,858,055	11,237,329	11,496,733	11,031,639	10,830,118	11,144,083
Personal Property	299,525	284,730	398,034	337,900	337,900	337,900
RR and Public Utilities	161,139	162,088	172,326	171,130	172,000	178,980
Penalties and Interest	62,267	63,142	70,972	55,000	30,500	31,000
Admission and Amusement	514	1,100	48	136,600	129,000	135,000
Additions and Abatements	-	(71,149)	(8,176)	(10,000)	(25,000)	(25,000)
Highway	43,931	131,098	83,667	291,231	289,913	302,691
Income Tax	2,326,483	2,595,845	2,437,127	2,214,500	2,370,000	2,275,000
Total--Taxes and Utility Fees	13,751,914	14,404,183	14,650,731	14,228,000	14,134,431	14,379,654
Licenses and Permits	78,664	81,235	79,371	72,604	71,904	75,854
Fines and Forfeitures	253,694	197,814	169,526	220,300	213,300	190,500
Use of Money and Property	44,111	47,044	25,909	35,000	23,900	25,000
Charges for Services						
Inspection Fees	310,426	303,091	305,082	309,000	316,786	316,000
Public Parking Facilities	54,950	67,026	78,258	70,000	75,000	75,000
Waste Collection & Disposal Charges	71,237	73,719	70,065	75,000	71,700	72,000
Recreation Programs and Services	428,184	493,344	496,754	430,650	471,562	478,000
Library Fines and Fees	29,236	30,824	34,405	40,000	33,400	34,000
Passport Services	25,550	42,650	57,870	35,000	45,000	45,000
Copying	5,818	6,120	1,253	1,500	100	100
Telephone Commissions	60	42	39	30	30	30
Special Trash Pickup	8,195	8,030	9,436	10,000	10,000	10,000
Parking Lot Lease--County	10,000	-	-	-	-	-
Recyclable Sales	10,796	12,720	2,816	5,000	3,000	3,000
Mulch Sales	26,499	26,575	22,453	20,000	20,000	20,000
Advertising--Bus Shelters	3,670	10,661	5,679	10,000	8,000	6,000
Farmer's Market	5,200	5,256	5,460	5,500	5,564	5,600
Total--Charges for Services	989,821	1,080,058	1,089,570	1,011,680	1,060,142	1,064,730
Intergovernmental Revenues						
Police Protection (State)	261,254	261,254	261,254	431,752	431,752	431,752
State & County Projects	-	-	88,081	75,000	60,000	250,000
State Grants - other	-	-	-	10,000	10,000	-
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	100,950	95,900	127,618	108,810	133,959	132,819
Police Rebate	881,162	897,493	927,663	916,295	952,413	951,540
In Lieu of Police	1,973,720	1,983,590	2,868,931	2,515,147	2,515,147	2,515,147
In Lieu of Roads Maintenance	376,230	376,230	420,737	743,199	743,199	743,199
In Lieu of Parks Maintenance	61,395	61,395	68,788	72,913	72,913	72,913
In Lieu of Crossing Guard	138,714	138,714	155,187	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	93,750	79,670	87,650	87,650	87,650	87,650
Hotel Motel Tax	81,765	85,396	90,950	85,000	90,000	90,000
Cable Franchise Fees	261,686	245,246	254,064	247,619	239,585	239,935
Cable--Operating	68,370	71,227	73,349	425,000	74,648	76,290
Chesapeake Bay Trust Grant	-	10,000	-	-	-	-
Total--Intergovernmental Revenues	4,304,639	4,311,758	5,429,915	5,906,412	5,599,293	5,779,272

General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Audited FY13</u>	<u>Adopted FY14</u>	<u>Estimated FY14</u>	<u>Adopted FY15</u>
Miscellaneous						
Tree Fund	10,000	39,000	22,000	15,000	15,000	25,000
Sales of Impounded Property	1,442	1,636	760	2,000	500	1,000
Federal Emergency Management	92,125	17,007	-	-	-	-
Other	23,695	58,383	37,359	37,000	32,000	25,000
Insurance Claims	500	19,122	2,537	3,000	-	-
Administrative Fees--Parking	2,865	2,235	2,125	2,000	2,000	2,000
Federal Grant	-	-	8,272	-	1,439	-
Sale of City Property	5,986	8,909	4,768	4,500	4,500	4,000
Donations	508	618	6,573	5,550	1,000	1,000
Total--Miscellaneous	137,121	146,910	84,394	69,050	56,439	58,000
Total General Fund Revenues	19,559,964	20,269,002	21,529,416	21,543,046	21,159,409	21,573,010

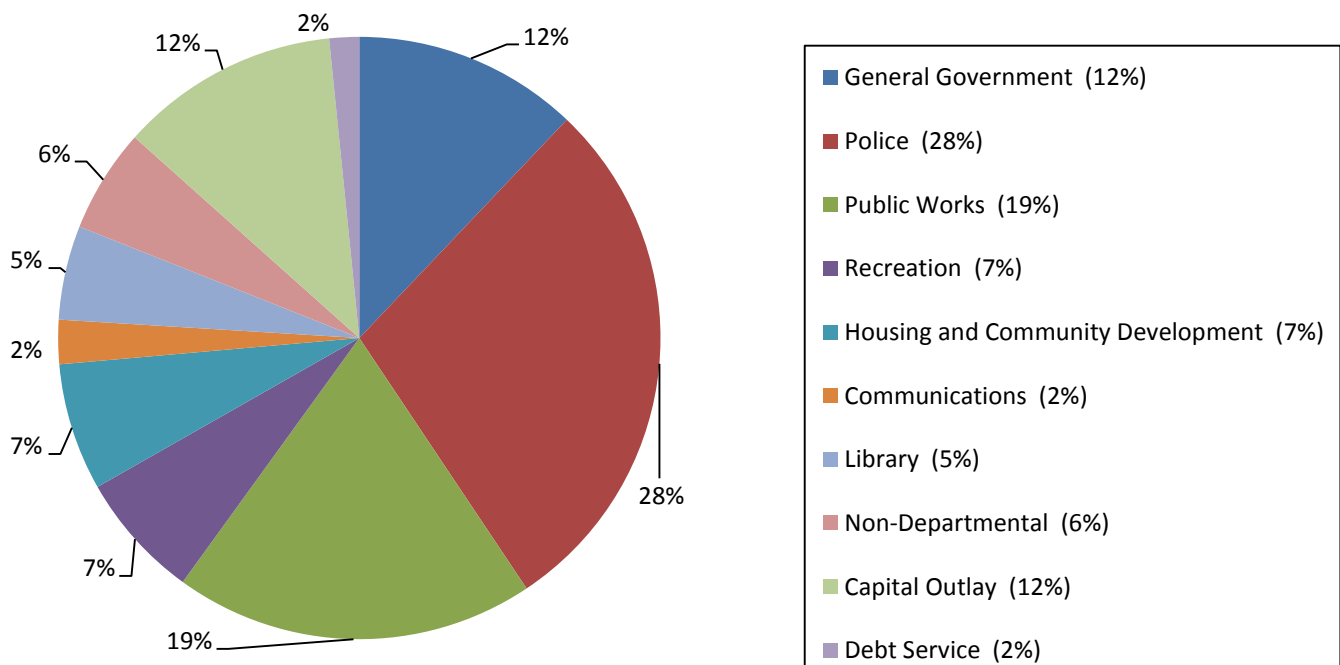
General Fund Revenues by Type

TOTAL	\$21,573,010
Taxes & Utility Fees	\$14,379,654
Fines & Forfeitures	\$190,500
Charges for Services	\$1,064,730
Intergovernmental	\$5,779,272
Other	\$158,854



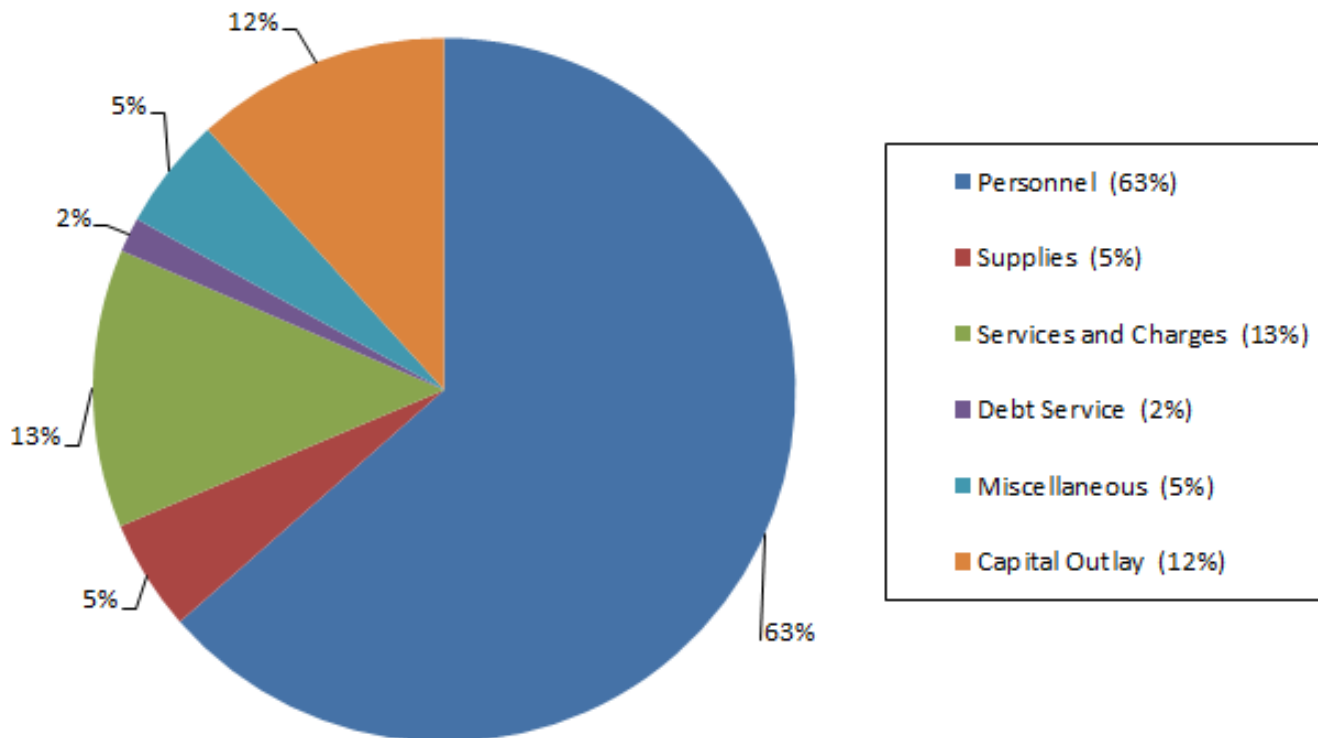
General Fund Expenditures by Activity

TOTAL	\$23,428,435
General Government	\$2,834,063
Police	\$6,659,139
Public Works	\$4,555,240
Recreation	\$1,613,125
Housing and Community Development	\$1,600,817
Communications	\$552,850
Library	\$1,179,084
Non-Departmental	\$1,307,480
Capital Outlay	\$2,752,891
Debt Service	\$373,746



General Fund Expenditures by Type

TOTAL	\$23,428,435
Personnel	\$14,890,164
Supplies	\$1,198,175
Services and Charges	\$3,000,112
Debt Service	\$373,746
Miscellaneous	\$1,213,347
Capital Outlay	\$2,752,891

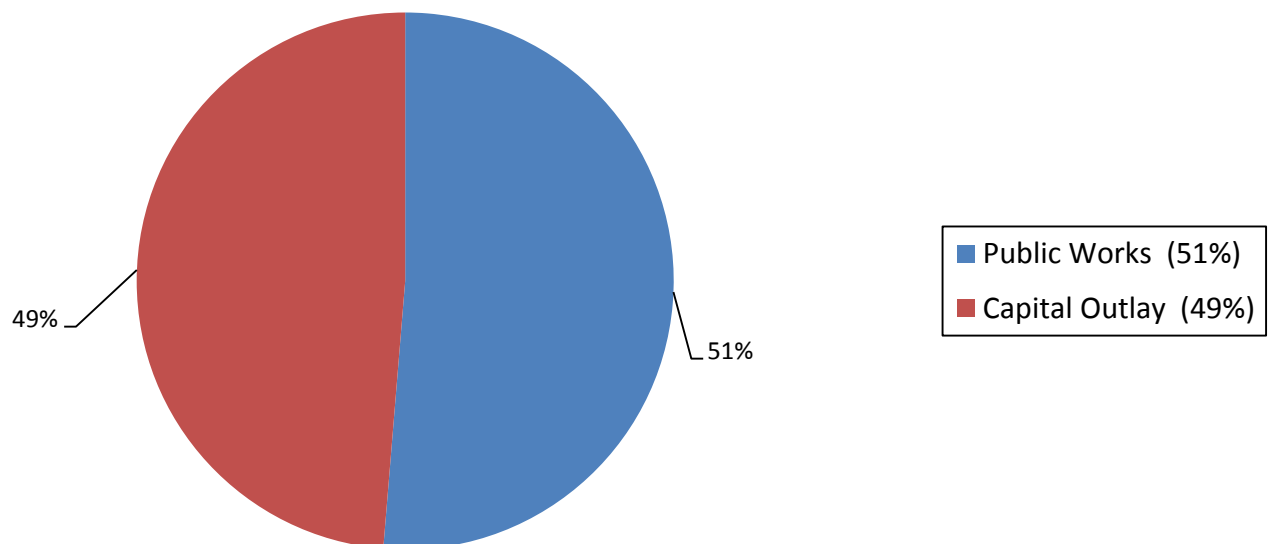


Stormwater Management Fund Summary

	Audited FY11	Audited FY12	Audited FY13	Adopted FY14	Estimated FY14	Adopted FY15
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	373,657	372,120	419,411	423,900	419,900	421,900
Intergovernmental	9,486	-	85,261	20,100	20,100	168,750
Miscellaneous	4,880	5,752	5,899	8,000	500	500
Total Revenues	388,023	377,872	510,571	452,000	440,500	591,150
<u>EXPENDITURES</u>						
Public Works	246,268	241,392	282,890	323,900	306,296	368,700
Capital outlay	289,752	165,449	239,769	137,733	137,735	350,000
Total Expenditures	536,020	406,841	522,659	461,633	444,031	718,700
Excess (deficiency) of revenues over expenditures	(147,997)	(28,969)	(12,088)	(9,633)	(3,531)	(127,550)
<u>OTHER FINANCING SOURCES (USES)</u>						
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(147,997)	(28,969)	(12,088)	(9,633)	(3,531)	(127,550)
<u>FUND BALANCE</u>						
Beginning of year	459,811	311,814	282,845	270,757	270,757	267,226
End of year	311,814	282,845	270,757	261,124	267,226	139,676

Stormwater Management Fund Expenditures by Activity

TOTAL	\$718,700
Public Works	368,700
Capital Outlay	350,000



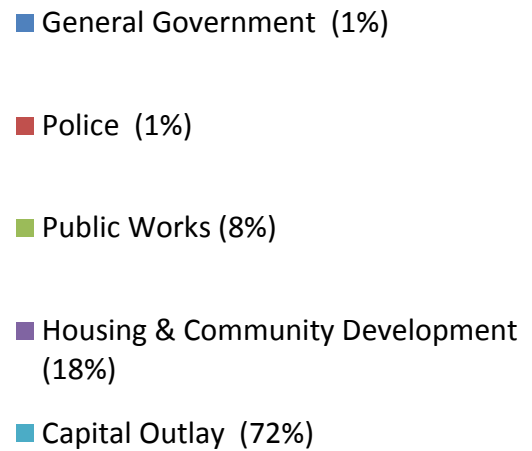
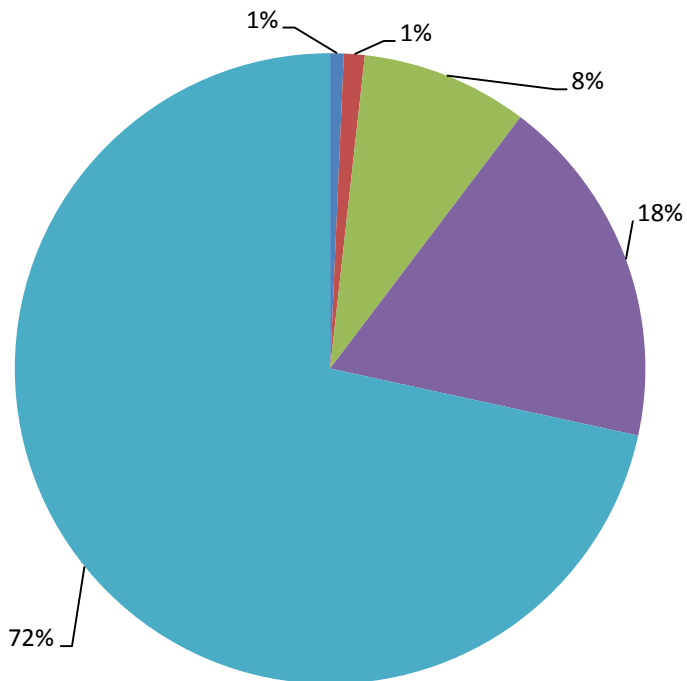
Special Revenue Funds Summary

	Audited FY11	Audited FY12	Audited FY13	Adopted FY14	Estimated FY14	Adopted FY15
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,011,016	1,124,144	1,130,805	712,681	1,307,624	1,821,670
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,011,016	1,124,144	1,130,805	712,681	1,307,624	1,821,670
EXPENDITURES						
General Government	118,089	75,878	49,280	46,500	8,100	8,150
Police	110,347	48,110	13,850	39,442	38,500	12,448
Public Works	3,348	-	-	58,376	58,376	100,000
Housing and Community Development	182,273	278,939	263,520	359,994	264,033	211,608
Recreation	5,945	-	-	-	-	-
Capital outlay	25,530	187,895	87,781	525,063	420,242	857,050
Total Expenditures	445,532	590,822	414,431	1,029,375	789,251	1,189,256
Excess (deficiency) of revenues over expenditures	565,484	533,322	716,374	(316,694)	518,373	632,414
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	249	91,640	8,121	14,500	14,300	92,850
Total Other Financing Sources (Uses)	249	91,640	8,121	14,500	14,300	92,850
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	565,733	624,962	724,495	(302,194)	532,673	725,264
FUND BALANCE						
Beginning of year	446,330	1,012,063	1,637,025	2,361,520	2,361,520	2,894,193
End of year	1,012,063	1,637,025	2,361,520	2,059,326	2,894,193	3,619,457

Note: Ending Fund Balance at June 30, 2015 is restricted for cable equipment purchases (\$3,613,988) and the Department of Justice Equitable Sharing Program (\$5,469).

Special Revenue Funds Expenditures by Activity

TOTAL	\$1,189,256
General Government	\$8,150
Police	\$12,448
Public Works	\$100,000
Housing & Community Development	\$211,608
Capital Outlay	\$857,050



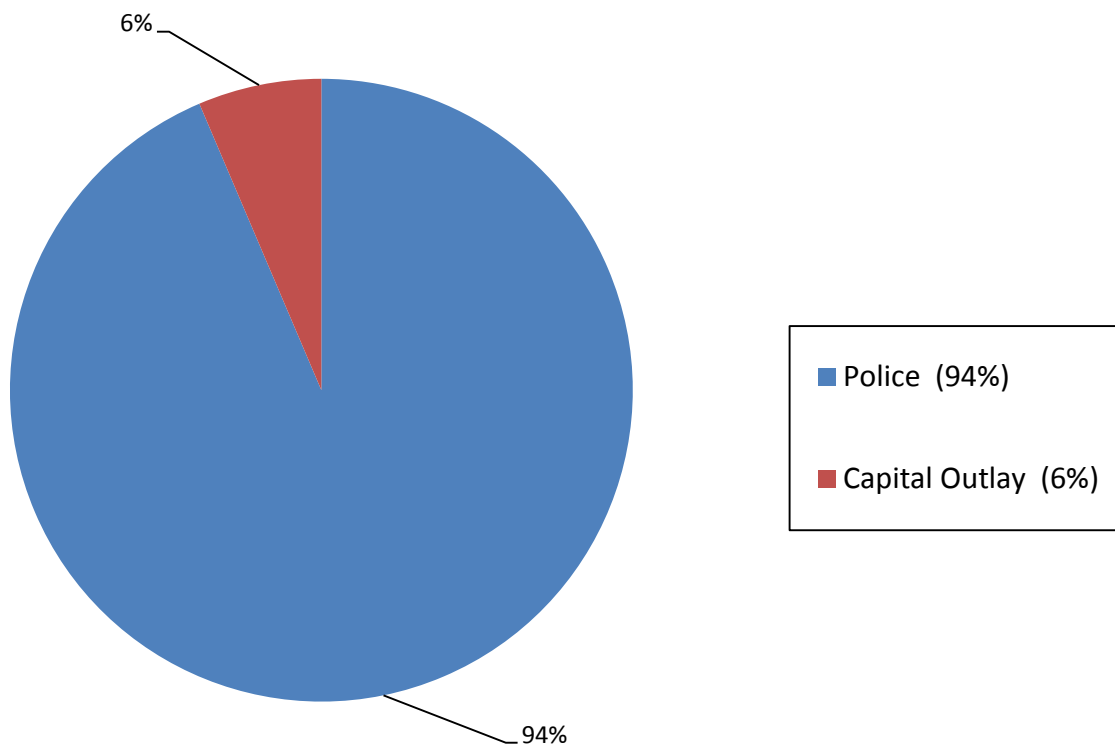
Speed Camera Fund Summary

	Audited FY11	Audited FY12	Audited FY13	Adopted FY14	Estimated FY14	Adopted FY15
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,734,132	2,072,029	1,456,741	1,800,000	1,812,000	1,812,000
Use of money and property	2,836	1,619	1,340	1,600	800	800
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,736,968	2,073,648	1,458,081	1,801,600	1,812,800	1,812,800
EXPENDITURES						
Police	1,033,167	1,343,880	1,299,440	1,242,754	1,179,455	1,269,180
Capital outlay	806,477	818,753	1,060,174	515,000	504,500	86,903
Total Expenditures	1,839,644	2,162,633	2,359,614	1,757,754	1,683,955	1,356,083
Excess (deficiency) of revenues over expenditures	(102,676)	(88,985)	(901,533)	43,846	128,845	456,717
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(102,676)	(88,985)	(901,533)	43,846	128,845	456,717
FUND BALANCE						
Beginning of year	1,222,213	1,119,537	1,030,552	129,019	129,019	257,864
End of year	1,119,537	1,030,552	129,019	172,865	257,864	714,581

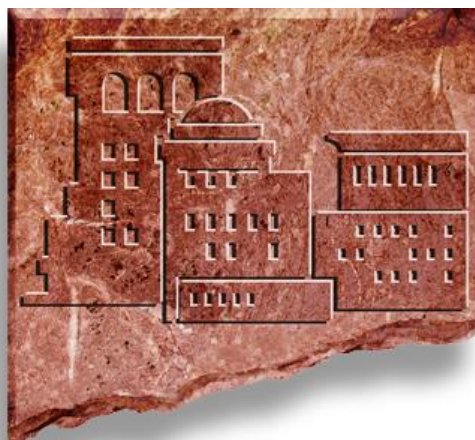
Note: Fund Balance is restricted for Public Safety Purposes, including Police Equipment in the Capital Improvement Plan designated as funded by the Speed Camera Fund.

Speed Camera Fund Expenditures by Activity

TOTAL	\$1,356,083
Police	1,269,180
Capital Outlay	86,903



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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.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>General Management</i>	4.50	4.00	4.00
<i>Finance</i>	5.00	5.00	5.50
<i>Information Systems</i>	3.00	3.50	3.50
<i>Human Resources</i>	2.00	2.00	2.00
<i>City Clerk</i>	2.38	2.45	2.50
<i>Department Total FTEs</i>	16.88	16.95	17.50

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Passport Service</i>	57,870	35,000	45,000	45,000
<i>Investment Earnings</i>	25,909	35,000	23,900	25,000
<i>Subtotal</i>	83,779	70,000	68,900	70,000
<i>General Fund</i>	2,256,570	2,744,511	2,560,358	2,764,063
<i>Department Total</i>	2,340,349	2,814,511	2,629,258	2,834,063

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	1,127,885	1,334,121	1,263,966	1,359,000
<i>Fringe Benefits</i>	382,103	481,699	467,500	520,500
<i>Overtime</i>	4,330	7,000	6,000	4,250
<i>Contractual Labor</i>	-	1,000	-	1,000
<i>Employee Recognition</i>	750	650	550	300
<i>Personnel Subtotal</i>	1,515,068	1,824,470	1,738,016	1,885,050
<i>Supplies</i>	43,985	30,800	25,126	29,200
<i>Services and Charges</i>	648,495	758,866	679,106	744,663
<i>Miscellaneous</i>	132,801	200,375	187,010	175,150
<i>Department Total</i>	2,340,349	2,814,511	2,629,258	2,834,063

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Legislative</i>	142,924	197,100	189,900	201,700
<i>General Management</i>	529,832	797,276	670,950	737,800
<i>Finance</i>	470,856	507,993	497,750	559,560
<i>Legal Services</i>	275,644	233,025	226,000	253,025
<i>Information Systems</i>	422,393	493,424	467,582	491,418
<i>Human Resources</i>	278,716	318,759	314,726	320,360
<i>City Clerk</i>	219,984	266,934	262,350	270,200
<i>Department Total</i>	2,340,349	2,814,511	2,629,258	2,834,063

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$185,253 less than budget.*
- *The variance is primarily attributable to lower than anticipated costs for contractual services and personnel due to staff vacancies.*

FY15 Budget Highlights:

- *Departmental expenditures are \$19,552 higher — an increase of 0.7 percent — compared to budgeted expenditures for FY14. The variance is primarily attributable to personnel costs for the increase in staff hours in the City Clerk's office and a half-time Accountant Assistant in the Finance Division.*
- *FTEs increase by 0.55.*
- *Approximately 67 percent of departmental expenditures are personnel related.*
- *Approximately 26 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.*
- *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.*



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.

Management Objectives:

- Issue a request for proposals for contractual lobbying assistance in FY 2015 due to the expiration of the previous five-year contract.

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Legislative</i>	<i>142,924</i>	<i>197,100</i>	<i>189,900</i>	<i>201,700</i>
<i>Division Total</i>	<i>142,924</i>	<i>197,100</i>	<i>189,900</i>	<i>201,700</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	<i>72,424</i>	<i>74,000</i>	<i>73,000</i>	<i>75,500</i>
<i>Fringe Benefits</i>	<i>10,307</i>	<i>20,900</i>	<i>18,300</i>	<i>39,500</i>
<i>Overtime</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Personnel Subtotal</i>	<i>82,731</i>	<i>94,900</i>	<i>91,300</i>	<i>115,000</i>
<i>Supplies</i>	<i>4,497</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Services and Charges</i>	<i>31,991</i>	<i>38,500</i>	<i>40,500</i>	<i>45,500</i>
<i>Miscellaneous</i>	<i>23,705</i>	<i>63,700</i>	<i>58,100</i>	<i>41,200</i>
<i>Division Total</i>	<i>142,924</i>	<i>197,100</i>	<i>189,900</i>	<i>201,700</i>

Legislative

Adopted to Estimated Actual FY14:

- *Division expenditures are anticipated to be \$7,200 less than budgeted.*
- *The variance primarily results from lower than expected expenses for support of City boards and commissions.*

FY15 Budget Highlights:

- *Division expenditures are \$4,600 higher than budgeted expenditures for FY 2014, an increase of 2.3 percent.*
- *The Legislative Division budget typically varies from year to year due to the biennial election. While election costs are only a minimal part of the FY 2015 adopted budget (less than one percent), in FY 2014 the election expenses were almost 18 percent of the division budget.*
- *Approximately 57 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count.*
- *Members of the City Council may elect to receive health benefits at 50 percent of the lowest cost base plan available to employees. Personnel expenditures are budgeted to increase 26 percent from FY 2014 due largely to the health insurance option availability.*
- *Services and Charges account for about 23 percent of the division budget. This category includes the cost of cell phones for the City Council (\$3,000) and contractual lobbying assistance (\$40,000).*
- *Miscellaneous expenditures account for approximately 20 percent of the legislative budget. This category includes expenses associated with City Council meetings, funding to support the work of the Council-appointed boards, commissions and committees (\$5,000), and conference attendance (\$18,000).*

General Management

Division Purpose:

Oversee the daily operations of the City. Provide professional recommendations to the City Council. Implement the policies and strategic objectives of the City Council. Respond to inquiries from City residents and others. Communicate with other governments and agencies.

Management Objectives:

- Advance the Council's interests in economic development, environmental sustainability, quality of life, and fiscal prudence through effective leadership and management.
- 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.
- 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.

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	4.50	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.50	4.00	4.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>City Manager</i>	1.00	1.00
<i>Deputy City Manager</i>	1.00	1.00
<i>Executive Assistant</i>	1.00	1.00
<i>Management Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	4.00	4.00

General Management

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>General Management</i>	529,832	797,276	670,950	737,800
<i>Division Total</i>	529,832	797,276	670,950	737,800

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	305,563	432,500	390,500	433,500
<i>Fringe Benefits</i>	109,997	152,026	135,000	134,500
<i>Overtime</i>	397	-	-	-
<i>Contractual Labor</i>	-	1,000	-	1,000
<i>Employee Recognition</i>	-	200	200	200
<i>Personnel Subtotal</i>	415,957	585,726	525,700	569,200
<i>Supplies</i>	14,940	11,800	9,500	9,500
<i>Services and Charges</i>	35,830	139,050	72,750	93,600
<i>Miscellaneous</i>	63,105	60,700	63,000	65,500
<i>Division Total</i>	529,832	797,276	670,950	737,800

General Management

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$126,326 less than budget. The variance is attributable to the decrease in fringe benefit costs and lower contractual services expenditures related to the application review of Washington Adventist Hospital's application to relocate.*

FY15 Budget Highlights:

- *Division expenditures are \$59,476 lower — a decrease of 7.5 percent — compared to budgeted expenditures for FY14.*
- *The budgetary decrease is attributable to the reduction in contractual costs. The FY14 budget included \$40,000 for contract services related to the City's resident survey.*
- *Division FTEs remain unchanged.*
- *Approximately 77 percent of division expenditures are personnel related.*
- *Services and charges account for 13 percent of division expenditures. This category includes telephone charges (\$12,500) and copying/printing costs (\$8,500) and contractual services (\$70,000).*
- *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 \$42,000.*

Finance

Division Purpose:

Assist 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 analyses as a basis of decision making. Bill and collect certain revenue sources and provide assistance to taxpayers and other customers. Safeguard and invest City funds. Prepare internal and external financial reports.

Management Objectives:

- *Comply with Generally Accepted Accounting Principles.*
- *Receive an unmodified 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 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 to advance the Council's interests in fiscal prudence.*
- *Successfully upgrade the City's financial systems while continuing to maintain daily operations.*
- *Begin move to paperless storage of financial documents in conjunction with upgrade of City's financial software.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Unmodified audit opinion	Yes	Yes	Yes
Number of Audit Findings	None	None	None
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	88%	91%	92%
Number of payroll checks and direct deposits	4,867	5,300	5,350
Number of accounts payable checks issued	3,715	3,568	3,600
Number of stormwater bills issued	5,927	5,158	5,200
Number of rental license bills issued	481	450	480
Number of refuse bills issued	238	229	230

Finance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	5.00	5.00	5.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	5.00	5.00	5.50

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Finance</i>	1.00	1.00
<i>Senior Account Clerk</i>	1.00	1.00
<i>Account Clerk II</i>	2.00	2.00
<i>Accounting Assistant</i>	-	0.50
<i>Budget Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	5.00	5.50

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Finance</i>	470,856	507,993	497,750	559,560
<i>Division Total</i>	470,856	507,993	497,750	559,560

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	295,795	302,388	300,000	329,500
<i>Fringe Benefits</i>	86,197	100,905	105,000	122,500
<i>Overtime</i>	266	1,000	500	1,000
<i>Employee Recognition</i>	350	-	-	100
<i>Personnel Subtotal</i>	382,608	404,293	405,500	453,100
<i>Supplies</i>	4,503	5,500	3,000	6,000
<i>Services and Charges</i>	79,774	89,800	84,950	92,560
<i>Miscellaneous</i>	3,971	8,400	4,300	7,900
<i>Division Total</i>	470,856	507,993	497,750	559,560

Finance

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$10,243 less than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$51,567 higher — an increase of 10.2 percent — compared to budgeted expenditures for FY14. The variance is attributable to personnel costs primarily due to the addition of a part-time accounting assistant.*
- *Division FTEs increase by 0.50.*
- *Approximately 81 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 \$68,400 or about 12 percent, of division expenditures.*

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.

Management Objectives:

- Provide legal representation to the City Council and staff that protects the current and future interests of the City, in a timely fashion.
- Monitor evolving legal issues and changes in law that may impact the City of Takoma Park.
- Provide advice to the City Council on legal issues relating to the proposed move of Washington Adventist Hospital from Takoma Park.
- Provide advice to the City Council on matters relating to cable television franchise negotiations.
- Issue a request for proposals for City Attorney services is FY15; the decision on City Attorney representation will be made by the City Council.

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Legal</i>	275,644	233,025	226,000	253,025
<i>Division Total</i>	275,644	233,025	226,000	253,025

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	-	-	-	-
<i>Fringe Benefits</i>	-	-	-	-
<i>Overtime</i>	-	-	-	-
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	-	-	-	-
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	273,816	230,000	226,000	250,000
<i>Miscellaneous</i>	1,828	3,025	-	3,025
<i>Division Total</i>	275,644	233,025	226,000	253,025

Legal

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$7,025 lower than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$20,000 higher – an increase of 8.6 percent – compared to budgeted expenditures for FY14.*
- *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 \$250,000 is included for legal services. Of this amount, \$150,000 is for services provided by the City Attorney's Office and \$100,000 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.*

Information Systems

Division Purpose:

Provides and maintains the information and phone systems critical to the City for meeting its public safety and financial responsibilities and for enabling City staff to achieve departmental goals.

Management Objectives:

- *Manage and maintain City information and phone systems without interruption to key functions.*
- *Maintain backups of critical software and data.*
- *Test off-site storage of critical City software applications and data files by performing 2 disaster recovery events per year.*
- *Oversee transition to new phone system and new financial software.*
- *Facilitate move toward paperless operations across departments.*
- *Build on results of information systems needs assessment to guide training and staff deployment as well as appropriate use of hardware, software and cloud options.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of digital phones supported	155	160	160
Number of cell phones supported (smart phones)	101	101	105
Number of voice mail boxes supported	195	197	200
Number of phone system moves, adds, and changes	48	35	40
Number of computers supported	137	150	155
Number of servers	53	60	65
Number of laptop computers supported	23	25	25
Number of printers and copiers	47	50	45
Number of Help Desk calls	3,745	4600	5,000

Information Systems

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	3.00	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.50	3.50

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Information Technology Manager</i>	1.00	1.00
<i>Information Technology Specialist</i>	2.00	2.00
<i>Administrative Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	3.50	3.50

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Information Systems</i>	422,393	493,424	467,582	491,418
<i>Division Total</i>	422,393	493,424	467,582	491,418

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	198,366	224,116	200,466	207,500
<i>Fringe Benefits</i>	84,221	92,692	89,000	90,000
<i>Overtime</i>	2,040	2,000	2,000	2,000
<i>Employee Recognition</i>	50	350	350	-
<i>Personnel Subtotal</i>	284,677	319,158	291,816	299,500
<i>Supplies</i>	7,202	6,800	6,500	6,500
<i>Services and Charges</i>	128,184	160,066	161,966	177,893
<i>Miscellaneous</i>	2,330	7,400	7,300	7,525
<i>Division Total</i>	422,393	493,424	467,582	491,418

Information Systems

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$25,842 lower than budget.*
- *This variance is attributable to lower than anticipated personnel costs as the part time clerical position was not filled.*

FY15 Budget Highlights:

- *Division expenditures are \$2,006 lower — a decrease of 0.4 percent — compared to budgeted expenditures for FY14.*
- *The majority of the variance is attributable to a decrease in personnel expenses.*
- *Division FTEs remain unchanged.*
- *Approximately 61 percent of division expenditures are personnel costs.*
- *Services and charges account for 36 percent of division expenditures.*
- *Major expenditures in this category include computer software maintenance charges (\$93,793) related to new Microsoft Office and Adobe Cloud software subscriptions. Combined, these account for 19 percent of division expenditures.*

Human Resources

Division Purpose:

Responsible for a wide range of human resources activities, including compensation and benefits, employee relations, legal compliance, recruitment and retention, risk management and training.

Management Objectives:

- *Train staff on use of online performance management system.*
- *Develop regular training for staff.*
- *Complete a benefits, compensation and classification study with implementation expected in early FY 2015.*
- *Develop robust orientation program.*
- *Complete procedures manual.*
- *Complete phase two of personnel policies review and implementation.*
- *Work with labor attorneys to review and revise personnel related City Code language.*
- *Safety & Health:*
 - *Develop strong safety culture.*
 - *Implement effective wellness program.*
- *Reduce workers' compensation total days away from work from 280 to 200 by increasing light duty opportunities for injured workers.*
- *Reduce workers' compensation experience modification rate from 1.26 to 1.2.*
- *Conduct quarterly site safety inspections to mitigate location and process hazards.*
- *Reduce average time to hire from 86 to 75 days.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY13	FY14	FY15
Average Time to Hire	95	86	75
Applicants per vacancy	N/A	55	65
Number of participants in wellness programs	N/A	20	30
Number of trainings offered/Total attendance	N/A	2/231	4/250

Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.00	2.00	2.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.00	2.00	2.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Human Resources Director</i>	1.00	1.00
<i>Human Resources Generalist</i>	1.00	1.00
<i>Division Total FTEs</i>	2.00	2.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Human Resources</i>	278,716	318,759	314,726	320,360
<i>Division Total</i>	278,716	318,759	314,726	320,360

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	119,750	143,717	142,000	147,500
<i>Fringe Benefits</i>	37,004	53,192	58,000	60,000
<i>Overtime</i>	836	3,000	3,000	500
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	350	-	-	-
<i>Personnel Subtotal</i>	157,940	199,909	203,000	208,000
<i>Supplies</i>	8,907	3,200	1,726	3,700
<i>Services and Charges</i>	79,783	65,350	61,240	64,710
<i>Miscellaneous</i>	32,086	50,300	48,760	43,950
<i>Division Total</i>	278,716	318,759	314,726	320,360

Human Resources

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$4,033 less than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$1,601 higher — an increase of 0.5 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to personnel costs.*
- *Approximately 65 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 21 percent of division expenditures. This category includes the cost of the City's online performance appraisal and recruiting system (\$31,000) and compensation survey (\$25,000).*
- *Approximately 14 percent of division expenditures are categorized as miscellaneous. This category includes \$36,000 for job announcements, background checks, and other employee recruitment costs.*

City Clerk

Division Purpose:

Manage the preparation of Council meeting agendas and record Council minutes. Manage recruitment and appointments to Council-appointed boards, commissions and committees. Serve as election administrator for all City elections. Manage and protect official records of the City and ensure proper codification of ordinances. Respond to inquiries from City residents and others concerning City policies, procedures, and records.

Management Objectives:

- *Focus on transparency of Council actions, ease of access to records, and protecting the history of the City as documented in City records.*
- *Support City board, commission and committee activities, meetings, and membership.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of candidates for office processed	3 July 2012 special election.	12 November 2013 regular election and April 2014 special election.	- No election is scheduled in FY 2015.
Percentage of voter turnout	15.8%	10% November 2013 regular election 30% April Special election	N/A
Number of Council meetings supported	44	33	42
Number of other meetings supported	33	31	30
Percentage of City Council meeting minutes submitted for adoption within 15 days of meeting	-	-	85%
Percentage of City Council meeting minutes backlog adopted	-	100%	NA

City Clerk

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.00	2.00	2.00
<i>FTEs without benefits</i>	0.38	0.45	0.50
<i>Division Total</i>	2.38	2.45	2.50

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>City Clerk</i>	1.00	1.00
<i>Assistant City Clerk</i>	1.00	1.00
<i>Office Assistant</i>	0.45	0.50
<i>Division Total FTEs</i>	2.45	2.50

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>City Clerk</i>	219,984	266,934	262,350	270,200
<i>Division Total</i>	219,984	266,934	262,350	270,200

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	135,987	157,400	158,000	165,500
<i>Fringe Benefits</i>	54,377	61,984	62,200	74,000
<i>Overtime</i>	791	1,000	500	750
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	-	100	-	-
<i>Personnel Subtotal</i>	191,155	220,484	220,700	240,250
<i>Supplies</i>	3,936	3,500	4,400	3,500
<i>Services and Charges</i>	19,117	36,100	31,700	20,400
<i>Miscellaneous</i>	5,776	6,850	5,550	6,050
<i>Division Total</i>	219,984	266,934	262,350	270,200

City Clerk

Adopted to Estimated Actual FY14:

- *Division expenditures are projected to be \$4,584 less than budgeted.*

FY15 Budget Highlights:

- *Division expenditures are \$3,266 higher – an increase of 1.2 percent – compared to budgeted expenditures for FY14.*
- *FTEs increase by 0 .05 to bring the clerical assistant position to half time with eligibility for benefits.*
- *Approximately 89 percent of division expenditures are personnel-related.*
- *Services and charges account for 8 percent of the division budget. This category includes \$5,000 to continue the digitizing of archival records, \$4,000 for legal advertising, and \$5,000 for web hosting and supplements to the City Code.*
- *Miscellaneous charges account for approximately two percent of the budget.*

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Department Summary

Department Overview:

The Takoma Park Police Department enhances the quality of life in Takoma Park by protecting 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.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Office of the Chief</i>	1.88	2.88	3.00
<i>Communications</i>	5.00	7.00	7.00
<i>Operations</i>	30.00	28.00	28.00
<i>Criminal Investigations</i>	10.80	13.80	13.80
<i>Administrative Services</i>	7.41	7.15	7.17
<i>Department Total FTEs</i>	55.09	58.83	58.97

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Police Protection (State)</i>	261,254	431,752	431,752	431,752
<i>County Police Rebate</i>	927,663	916,295	952,413	951,540
<i>In Lieu of Police</i>	2,868,931	2,515,147	2,515,147	2,515,147
<i>In Lieu of Crossing Guard</i>	155,187	182,384	182,384	182,384
<i>Summons and Fines</i>	169,526	214,800	209,800	185,000
<i>Public Parking Facilities</i>	78,258	70,000	75,000	75,000
<i>Parking Permits</i>	9,707	10,000	11,000	12,000
<i>Parking Administrative Fees</i>	2,125	2,000	2,000	2,000
<i>Subtotal</i>	4,472,651	4,342,378	4,379,496	4,354,823
<i>General Fund</i>	1,533,066	2,277,009	1,739,441	2,304,316
<i>Department Total</i>	6,005,717	6,619,387	6,118,937	6,659,139

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	3,355,643	3,599,000	3,156,000	3,597,000
<i>Car and Clothing Allowances</i>	63,750	67,890	59,325	67,890
<i>Fringe Benefits</i>	1,680,386	2,031,399	1,921,000	2,099,500
<i>Overtime</i>	300,234	268,300	335,500	242,299
<i>Overtime--Training</i>	39,418	43,500	35,700	39,500
<i>Overtime--Holiday</i>	3,447	19,000	13,200	17,000
<i>Night Differential</i>	71,485	66,000	74,620	84,000
<i>Employee Recognition</i>	3,200	1,200	1,500	500
<i>Personnel Subtotal</i>	5,517,563	6,096,289	5,596,845	6,147,689
<i>Supplies</i>	266,863	282,826	284,831	281,100
<i>Services and Charges</i>	156,121	165,422	162,300	153,500
<i>Miscellaneous</i>	65,170	74,850	74,961	76,850
<i>Department Total</i>	6,005,717	6,619,387	6,118,937	6,659,139

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Office of the Chief</i>	353,077	475,286	426,460	446,950
<i>Communications</i>	351,890	567,220	442,360	574,400
<i>Operations</i>	3,716,479	3,331,697	3,314,212	3,374,879
<i>Criminal Investigations</i>	883,004	1,575,694	1,267,045	1,590,530
<i>Administrative Services</i>	701,267	669,490	668,860	627,380
<i>Department Total</i>	6,005,717	6,619,387	6,118,937	6,659,139

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$500,450 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

FY15 Budget Highlights:

- *Departmental expenditures are \$39,752 higher — an increase of 0.6 percent — compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to increased funding for personnel costs.*
- *Departmental FTEs increase by 0.14.*
- *Approximately 92 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$51,400 compared to budgeted expenditures for FY14.*
- *The City's contribution rate to the Police Employees' Retirement Plan increased from 39.70 percent to 41.29 percent based on the July 2013 actuarial valuation.*
- *Supplies account for about four percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials.*
- *Services and charges account for about two 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.*



Police

Office of the Chief

Division Purpose:

Oversee and direct the activities of the department. Ensure effective management of all levels of police services provided to the community. Develop plans of action for emergency situations. Oversee the department's public information function.

Management Objectives:

- *Continue to partner with the County and other municipalities in emergency preparedness planning, drills, training and grant applications.*
- *Continue to conduct Joint Criminal Investigations with other agencies and share crime analysis data.*
- *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.*

Performance/Workload Measures:

Measurement	Calendar Year			
	2010	2011	2012	2013
Homicide	-	1	-	1
Rape	1	3	1	2
Robbery	48	32	42	36
Aggravated Assault	26	26	16	20
Personal Crime (Total)	75	62	59	59
Burglary	150	109	73	125
Larceny	364	317	364	302
Motor Vehicle Theft	63	77	54	42
Property Crime (Total)	577	503	491	469
UCR Part I Total	652	565	550	528

Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	1.88	2.88	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.88	2.88	3.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Chief of Police</i>	1.00	1.00
<i>Emergency Manager</i>	0.50	0.50
<i>PIO/Executive Assistant</i>	0.88	1.00
<i>Research/Policy Manager</i>	0.50	0.50
<i>Division Total FTEs</i>	2.88	3.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Office of the Chief</i>	353,077	475,286	426,460	446,950
<i>Division Total</i>	353,077	475,286	426,460	446,950

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	169,491	234,800	195,500	220,500
<i>Car and Clothing Allowances</i>	125	1,500	1,500	1,500
<i>Fringe Benefits</i>	61,899	103,060	89,000	86,500
<i>Overtime</i>	-	2,500	1,500	2,500
<i>Overtime – Holiday</i>	-	-	500	-
<i>Overtime – Night Differential</i>	-	-	60	-
<i>Employee Recognition</i>	-	50	500	-
<i>Personnel Subtotal</i>	231,515	341,910	288,560	311,000
<i>Supplies</i>	15,454	12,026	16,300	12,600
<i>Services and Charges</i>	46,436	53,500	53,500	53,500
<i>Miscellaneous</i>	59,672	67,850	68,100	69,850
<i>Division Total</i>	353,077	475,286	426,460	446,950

Office of the Chief

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$48,826 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to staff vacancy. The office has been experiencing an ongoing shortage.*

FY15 Budget Highlights:

- *Division expenditures are \$28,336 lower — a decrease of 6.0 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to personnel costs.*
- *Division FTEs increase by 0.12.*
- *Approximately 70 percent of division expenditures are personnel related.*
- *Services and charges account for about 12 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$53,000.*
- *Approximately 16 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$18,000) and recruitment costs (\$10,000).*

Communications

Division Purpose:

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

Management Objectives:

- *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.*

Performance/Workload Measures:

Measurement	Calendar 2012	Calendar 2013	Projected 2014
Number of calls for service dispatched	19,582	21,041	21,000

Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	5.00	7.00	7.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	5.00	7.00	7.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Senior Dispatcher</i>	1.00	1.00
<i>Police Dispatcher</i>	6.00	6.00
<i>Division Total FTEs</i>	7.00	7.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Communications</i>	351,890	567,220	442,360	574,400
<i>Division Total</i>	351,890	567,220	442,360	574,400

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	218,730	352,800	281,000	348,000
<i>Car and Clothing Allowances</i>	1,040	2,400	2,160	2,400
<i>Fringe Benefits</i>	64,268	149,320	95,000	155,500
<i>Overtime</i>	20,856	17,500	17,500	17,500
<i>Overtime--Training</i>	1,795	1,000	-	1,000
<i>Overtime--Holiday</i>	1,401	2,000	2,500	3,000
<i>Night Differential</i>	8,852	11,000	10,000	11,000
<i>Employee Recognition</i>	50	200	200	-
<i>Personnel Subtotal</i>	316,992	536,220	408,360	538,400
<i>Supplies</i>	1,647	2,000	3,000	3,000
<i>Services and Charges</i>	33,251	29,000	31,000	33,000
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	351,890	567,220	442,360	574,400

Communications

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$124,860 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to staff vacancies.*

FY15 Budget Highlights:

- *Division expenditures are \$7,180 higher — an increase of 1.3 percent — compared to budgeted expenditures for FY14.*
- *Division FTEs remain unchanged.*
- *Personnel costs increase \$2,180 over the FY14 budgeted amount.*
- *Approximately 94 percent of division expenditures are personnel related.*
- *Services and charges represent about six percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$33,000).*

Operations

Division Purpose:

Provide 24-hour uniformed patrol services. Respond to calls for service, conduct preliminary investigations, arrest offenders, provide K-9 support, and handle motor vehicle investigations and general traffic enforcement. Utilizing the services of a civilian employee, respond to nuisance abatement concerns, such as noise, animal, and parking issues.

Management Objectives:

- *Improve the current level of visibility and security throughout the City.*
- *Continued emphasis on 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 2012	Calendar 2013	Projected 2014
Number of calls for service handled	14,212	14,379	14,900
Number of criminal and warrant arrests	417	399	450
Number of traffic stops	5,370	6,662	6,800

Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	30.00	28.00	28.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	30.00	28.00	28.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	-
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	22.00	22.00
<i>Nuisance Control Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	28.00	28.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Operations</i>	3,716,479	3,331,697	3,314,212	3,374,879
<i>Division Total</i>	3,716,479	3,331,697	3,314,212	3,374,879

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	2,087,132	1,775,100	1,675,000	1,772,500
<i>Car and Clothing Allowances</i>	51,305	46,480	40,135	46,480
<i>Fringe Benefits</i>	1,063,710	1,065,845	1,074,000	1,108,500
<i>Overtime</i>	240,090	161,300	240,000	161,299
<i>Overtime--Training</i>	37,054	40,000	31,600	33,000
<i>Overtime--Holiday</i>	604	9,000	9000	9,000
<i>Night Differential</i>	57,674	42,000	57,900	60,000
<i>Employee Recognition</i>	1,300	550	550	100
<i>Personnel Subtotal</i>	3,538,869	3,140,275	3,128,185	3,190,879
<i>Supplies</i>	175,443	187,500	183,666	182,500
<i>Services and Charges</i>	1,689	2,422	-	-
<i>Miscellaneous</i>	478	1,500	2,361	1,500
<i>Division Total</i>	3,716,479	3,331,697	3,314,212	3,374,879

Police

Operations

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$17,485 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel.*

FY15 Budget Highlights:

- *Division expenditures are \$43,182 higher – an increase of 1.3 percent – compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to the increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 95 percent of division expenditures are personnel related.*
- *Supplies account for five percent of division expenditures. This category includes gasoline (\$120,000) and expenses related to vehicle repairs (\$39,500).*



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.

Management Objectives:

- *Increase arrests in the Criminal Investigations Unit through a collaborative effort of all members of the unit which include Gang, Special Assignments, Drug, and general investigators.*
- *Increase the use of the civilian crime scene technicians, and provide enhanced training to the technicians.*
- *Work on implementing a case management system that will allow easier management and tracking of criminal cases.*

Performance/Workload Measures:

Measurement	Calendar 2012	Calendar 2013	Projected 2014
Number of cases assigned	230	239	245
Number of cases closed	101	100	124
Number of cases exceptionally cleared	17	13	15
Closure/clearance percentage	48	47	50
Number of search warrants obtained	8	23	25
Number of arrest warrants obtained	30	51	55
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	970	900	950
Number of court room accompaniments by Victim Assistance Coordinator	54	50	50

Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	10.80	13.80	13.80
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	10.80	13.80	13.80

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Sergeant</i>	2.00	2.00
<i>Police Officer</i>	8.00	8.00
<i>Victim / Witness Coordinator</i>	0.80	0.80
<i>Crime Analyst</i>	1.00	1.00
<i>Evidence Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	13.80	13.80

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Criminal Investigations</i>	883,004	1,575,694	1,267,045	1,590,530
<i>Division Total</i>	883,004	1,575,694	1,267,045	1,590,530

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	496,694	913,300	684,500	928,000
<i>Car and Clothing Allowances</i>	6,000	12,480	10,980	12,480
<i>Fringe Benefits</i>	293,499	496,764	439,000	524,500
<i>Overtime</i>	27,696	80,000	70,000	55,000
<i>Overtime--Training</i>	-	1,000	3000	4,000
<i>Overtime--Holiday</i>	-	7,000	-	4,000
<i>Night Differential</i>	3,195	12,500	6,500	12,500
<i>Employee Recognition</i>	1100	150	-	50
<i>Personnel Subtotal</i>	828,184	1,523,194	1,213,980	1,540,530
<i>Supplies</i>	48,827	47,000	50,265	46,000
<i>Services and Charges</i>	5,993	5,000	2,800	3,500
<i>Miscellaneous</i>	-	500	-	500
<i>Division Total</i>	883,004	1,575,694	1,267,045	1,590,530

Police

Criminal Investigations

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$308,649 less than budget.*
- *The variance is attributable to personnel costs.*

FY15 Budget Highlights:

- *Division expenditures are \$14,836 higher—an increase of 0.9 percent — compared to budgeted expenditures for FY14.*
- *The budgetary increase is attributable to personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 97 percent of division expenditures are personnel related.*

Administrative Services

Division Purpose:

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

Management Objectives:

- *Continue the timely submission of payroll information on behalf of all divisions of the department*
- *Manage improvements of the crossing guard program.*
- *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 2012	Calendar 2013	Projected 2014
Number of reports reviewed and entered into records management system	1,968	2,539	2,000
Number of warrants received and processed	453	400	400
Number of NCIC validations performed	1,201	1,110	1,000
Number of parking tickets processed	3,005	3,000	3,000

Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
FTEs with benefits	7.41	7.05	6.69
FTEs without benefits	-	0.10	0.48
Division Total	7.41	7.15	7.17

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
Police Captain	1.00	1.00
Police Lieutenant	-	-
Police Warrants Security Specialist	-	-
Administrative Assistant III	1.00	1.00
Administrative Assistant II	1.00	1.00
Administrative Assistant I	1.00	1.00
Crossing Guard	3.15	3.17
Division Total FTEs	7.15	7.17

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
Administrative Services	701,267	669,490	668,860	672,380
Division Total	701,267	669,490	668,860	672,380

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
Wages	383,596	323,000	320,000	328,000
Car and Clothing Allowances	5,280	5,030	4,550	5,030
Fringe Benefits	197,010	216,410	224,000	224,500
Overtime	11,592	7,000	6,500	6,000
Overtime--Training	569	1,500	1,100	1,500
Overtime--Holiday	1,442	1,000	1,200	1,000
Night Differential	1,764	500	160	500
Employee Recognition	750	250	250	350
Personnel Subtotal	602,003	554,690	557,760	566,880
Supplies	25,492	34,300	31,600	37,000
Services and Charges	68,752	75,500	75,000	63,500
Miscellaneous	5,020	5,000	4,500	5,000
Division Total	701,267	669,490	668,860	672,380

Administrative Services

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$ 630 lower than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$2,890 higher— an increase of 0.4 percent — compared to budgeted expenditures for FY14.*
- *Division FTEs increase by 0.02.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Approximately six percent of division expenditures are categorized as supplies. This category includes \$15,000 for vehicle fuel and maintenance costs.*
- *Services and charges represent about nine percent of division expenditures. This category includes telephone, printing, and copying charges which totals \$57,000.*

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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, and provides solid waste collection and recycling services to single-family residential properties in the City and in the various business districts. These activities advance the Council's interests in environmental sustainability and enhance the community's quality of life.

The department's 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.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	2.50	2.50	3.00
<i>Building Maintenance</i>	6.00	6.00	6.00
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	8.00	8.00
<i>Solid Waste Management</i>	9.00	9.00	9.00
<i>Gardens</i>	2.00	2.00	3.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.35	1.35	1.85
Department Total FTEs	32.85	32.85	34.85

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Highway User Fees</i>	83,667	291,231	289,913	302,691
<i>In Lieu of Road Maintenance</i>	420,737	743,199	743,199	743,199
<i>Waste Collection Charges</i>	70,065	75,000	71,700	72,000
<i>Recyclable Sales</i>	2,816	5,000	3,000	3,000
<i>Mulch Sales</i>	22,453	20,000	20,000	20,000
<i>Special Trash Pickup</i>	9,436	10,000	10,000	10,000
<i>Excavation/Driveway Permits</i>	3,410	3,000	3,000	3,000
<i>Tree Permits</i>	11,181	12,000	11,000	12,000
<i>Tree Fund</i>	22,000	15,000	15,000	25,000
Subtotal	645,765	1,174,430	1,166,812	1,190,890
<i>General Fund</i>	3,157,309	3,258,624	3,167,626	3,364,350
Department Total	3,803,074	4,433,054	4,334,438	4,555,240

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	1,433,927	1,550,531	1,509,000	1,744,500
<i>Car and Clothing Allowances</i>	10,592	11,200	10,950	11,400
<i>Fringe Benefits</i>	587,724	685,104	657,600	760,500
<i>Overtime</i>	79,316	62,650	99,038	62,170
<i>Night Differential</i>	9,424	11,000	9,500	11,000
<i>Contractual Labor</i>	202,573	163,890	227,242	107,640
<i>Employee Recognition</i>	1,300	1,265	1,225	900
<i>Personnel Subtotal</i>	2,324,856	2,485,640	2,514,555	2,698,110
<i>Supplies</i>	512,031	597,060	613,734	615,215
<i>Services and Charges</i>	759,242	1,119,714	992,250	1,014,375
<i>Miscellaneous</i>	206,945	230,640	213,899	227,540
<i>Department Total</i>	3,803,074	4,433,054	4,334,438	4,555,240

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	346,714	573,234	469,643	563,600
<i>Building Maintenance</i>	788,014	880,591	898,380	865,100
<i>Equipment Maintenance</i>	426,084	505,581	490,631	527,355
<i>Right-of-Way Maintenance</i>	900,794	1,002,112	1,055,004	1,022,270
<i>Solid Waste Management</i>	839,749	809,733	799,633	822,940
<i>Gardens</i>	183,337	196,478	196,100	219,275
<i>Urban Forest</i>	185,730	242,727	222,347	239,900
<i>City Engineer</i>	132,652	222,598	202,700	294,800
<i>Department Total</i>	3,803,074	4,433,054	4,334,438	4,555,240

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$98,616 lower or 2.2 percent less than budget.*
- *The variances are primarily attributable to contractual services for special projects, and service charges.*

FY15 Budget Highlights:

- *Departmental expenditures are \$122,186 higher— an increase of 2.8 percent — compared to budgeted expenditures for FY14.*
- *Departmental FTEs increase by 2 FTEs.*
- *Approximately 59 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$212,470 compared to budgeted expenditures for FY14.*
- *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 22 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 \$190,000.*



Administration

Division Purpose:

Oversee the operations of all departmental divisions. Provide coordination between the divisions and with other City departments.

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 Division.*
- *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 implementation of the Sustainable Energy Action Plan.*
- *Support development of dog park.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Permits processed	90	90	90

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.

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.50	2.50	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.50	2.50	3.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Sustainability Coordinator</i>	-	1.00
<i>Administrative Assistant II</i>	1.50	1.00
<i>Division Total FTEs</i>	2.50	3.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	346,714	573,234	469,643	563,600
<i>Division Total</i>	346,714	573,234	469,643	563,600

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	162,048	171,037	160,000	237,500
<i>Fringe Benefits</i>	60,998	78,972	71,000	109,500
<i>Overtime</i>	970	250	1,050	600
<i>Contractual Labor</i>	9,614	12,500	54,742	-
<i>Employee Recognition</i>	150	325	325	-
<i>Personnel Subtotal</i>	233,780	263,084	287,117	347,600
<i>Supplies</i>	13,410	9,000	9,310	11,400
<i>Services and Charges</i>	90,558	292,450	165,800	195,900
<i>Miscellaneous</i>	8,966	8,700	7,416	8,700
<i>Division Total</i>	346,714	573,234	469,643	563,600

Administration

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$103,591 lower, or 18 percent less than budget.*
- *The variance is primarily attributable to lower contractual services costs.*

FY15 Budget Highlights:

- *Division expenditures are \$9,634 lower — a decrease of 1.7 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to a reduction in contractual services expenditures.*
- *Division FTEs have increased by .5 FTEs, from 2.5 to 3. This is due to the reclassification and relocation of a .5 FTE Administrative Assistant to the City Engineer budget and addition of 1 FTE Sustainability Coordinator.*
- *Approximately 62 percent of division expenditures are personnel related.*
- *Services and charges account for 35 percent of division expenditures. This category includes sustainability work (\$146,000), cost of telephone service (\$13,000), departmental radios and gps units (\$24,000), and copying charges (\$7,500).*
- *Miscellaneous charges account for two percent of division expenditures and include training and conference costs and association dues.*

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.

Management Objectives:

- *Provide regular cleaning of all office spaces and public use areas. 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 FY13	Estimated FY14	Projected FY15
Expenditures for Facility Maintenance by Contractor	\$192,000	\$269,700	\$253,000
Expenditures for Facility Maintenance In-House (not including personnel costs)	\$55,500	\$55,130	\$61,500
Contractor Hours dedicated to cleaning/week	0	8	8
Staff Hours dedicated to cleaning/week	160	160	160
Utility Costs (electric, water, gas)	\$154,000	\$168,000	\$169,000

Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	6.00	6.00	6.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	6.00	6.00	6.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Facility Maintenance Supervisor</i>	1.00	1.00
<i>Building Maintenance Specialist</i>	1.00	1.00
<i>Custodial Crew Leader</i>	1.00	1.00
<i>Custodian</i>	3.00	3.00
<i>Division Total FTEs</i>	6.00	6.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Building Maintenance</i>	788,014	880,591	898,380	865,100
<i>Division Total</i>	788,014	880,591	898,380	865,100

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	249,433	257,853	255,000	264,000
<i>Fringe Benefits</i>	103,607	111,724	106,000	115,000
<i>Overtime</i>	8,705	6,000	12,200	6,000
<i>Car and Clothing Allowances</i>	2,400	2,400	2,400	2,400
<i>Night Differential</i>	9,424	11,000	9,500	11,000
<i>Contractual Labor</i>	8,038	4,000	12,000	4,000
<i>Employee Recognition</i>	100	50	50	300
<i>Personnel Subtotal</i>	381,707	393,027	397,150	402,700
<i>Supplies</i>	67,237	63,500	61,130	61,500
<i>Services and Charges</i>	337,468	422,064	440,100	398,900
<i>Miscellaneous</i>	1,602	2,000	-	2,000
<i>Division Total</i>	788,014	880,591	898,380	865,100

Building Maintenance

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$17,789 higher or 2 percent more than budget.*
- *The variance is primarily attributable to higher special project costs than anticipated.*

FY15 Budget Highlights:

- *Division expenditures are \$15,491 lower — a decrease of 1.8 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to lower costs for custodial supplies, maintenance service contracts and special projects.*
- *Approximately 47 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*

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).

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 FY13	Estimated FY14	Projected FY15
Number of vehicles maintained	86	81	83
Number of vehicles purchased	6	9	8
Pieces of equipment purchased	4	2	1
Number of vehicle/ equipment work orders	923	1,160	1,100
Number of preventative maintenance performed	199	200	210

Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Vehicle Maintenance Supervisor</i>	1.00	1.00
<i>Mechanic</i>	2.00	2.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Equipment Maintenance</i>	426,084	505,581	490,631	527,355
<i>Division Total</i>	426,084	505,581	490,631	527,355

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	146,080	179,155	178,000	184,000
<i>Fringe Benefits</i>	56,367	74,426	74,000	75,500
<i>Car and Clothing Allowances</i>	400	800	600	600
<i>Overtime</i>	9,156	5,000	7,200	5,250
<i>Employee Recognition</i>	-	400	400	300
<i>Personnel Subtotal</i>	212,003	259,781	260,200	265,650
<i>Supplies</i>	197,063	226,060	217,391	240,565
<i>Services and Charges</i>	15,513	16,500	11,000	17,800
<i>Miscellaneous</i>	1,505	3,240	2,040	3,340
<i>Division Total</i>	426,084	505,581	490,631	527,355

Equipment Maintenance

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$14,950 lower, or 3 percent less than budget.*
- *The variance is primarily attributable to lower than budgeted supplies and equipment repair costs.*

FY15 Budget Highlights:

- *Division expenditures are \$21,774 higher — an increase of 4.3 percent — compared to budgeted expenditures for FY14. The variance is attributable to increases in personnel costs, inventory replacement, tire costs, and repair of maintenance equipment.*
- *Division FTEs remain unchanged.*
- *Approximately 50 percent of division expenditures are personnel related.*
- *Gasoline and diesel costs total \$127,000 or 24 percent of division expenditures. (Police vehicle fuel costs are reflected in the Police Department budget.)*
- *Repair and maintenance materials and outside labor and parts total \$81,300, or 15 percent of division expenditures. (Repair and maintenance costs for Police vehicles are reflected in the Police Department budget.)*

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.

Management Objectives:

- *Operate a Citywide leaf collection program over a five-week period that provides a minimum of two collections for every street.*
- *Respond as needed to treat roads for snow and ice conditions. Provide two cleared lanes on each primary street over a 12-hour shift for a snowfall of six inches or less and one cleared lane over a 12-hour shift for a snowfall of six to 12 inches.*
- *Maintain all grass and turf on publicly owned paces from spring through late fall.*
- *Maintain roadway markings and crosswalks on City streets, repainting on a schedule of no fewer 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 10 working days 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. As conditions allow, sweep streets after snow events to remove salt from roadways.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of mulch sales	634	600	600
# of streets receiving preventative maintenance	5	12	10
# of street sweeping cycles annually	16	20	18

Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	8.00	8.00	8.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	8.00	8.00	8.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Right-of-Way Maintenance Supervisor</i>	1.00	1.00
<i>Right-of-Way Crew Leader</i>	2.00	2.00
<i>Equipment Operator</i>	1.00	1.00
<i>Right-of-Way Maintenance Technician</i>	4.00	4.00
<i>Division Total FTEs</i>	8.00	8.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Right-of-Way Maintenance</i>	900,794	1,002,112	1,055,004	1,022,270
<i>Division Total</i>	900,794	1,002,112	1,055,004	1,022,270

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	294,388	329,276	332,000	343,000
<i>Fringe Benefits</i>	140,464	165,036	156,000	171,500
<i>Overtime</i>	27,014	25,700	41,288	26,620
<i>Car and Clothing Allowances</i>	2,600	3,200	3,200	3,200
<i>Contractual Labor</i>	76,820	85,000	88,000	78,000
<i>Employee Recognition</i>	800	-	-	200
<i>Personnel Subtotal</i>	542,086	608,212	620,488	622,520
<i>Supplies</i>	108,468	129,900	171,716	133,550
<i>Services and Charges</i>	245,111	256,500	253,300	257,700
<i>Miscellaneous</i>	5,129	7,500	9,500	8,500
<i>Division Total</i>	900,794	1,002,112	1,055,004	1,022,270

Right-of-Way Maintenance

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$52,892 higher, or 5 percent more than budget.*
- *The variance is attributable to higher than anticipated snow related overtime and salt costs.*

FY15 Budget Highlights:

- *Division expenditures are \$20,158 higher — an increase of 2.0 percent — compared to budgeted expenditures for FY14. The variance is attributable to the increase in personnel costs and supplies.*
- *Division FTEs remain unchanged.*
- *Approximately 61 percent of division expenditures are personnel related.*
- *Approximately 13 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$22,500), parks (\$47,000), and snow removal materials (\$42,250).*
- *Subcontract services and utility charges account for approximately 25 percent of division expenditures. This category includes electrical costs for streetlights, which total \$228,000.*

Solid Waste Management

Division Purpose:

Collects trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Staff serve as snow plow drivers during snow emergencies.

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.*
- *Implement a City-wide food waste collection program for composting.*
- *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 FY13	Estimated FY14	Projected FY15
Tons of trash	3,162	3,100	3,000
Tons of recycling	1,489	1,500	1,450
Tons of yard waste collected	421	460	450
Tons of food waste collected	42	130	175
# of ROW containers serviced	112	120	125

Solid Waste Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	9.00	9.00	9.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	9.00	9.00	9.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Solid Waste Supervisor</i>	1.00	1.00
<i>Sanitation Driver</i>	3.00	4.00
<i>Sanitation Technician II</i>	1.00	-
<i>Sanitation Technician I</i>	4.00	4.00
<i>Division Total FTEs</i>	9.00	9.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Solid Waste Management</i>	839,749	809,733	799,633	822,940
<i>Division Total</i>	839,749	809,733	799,633	822,940

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	348,924	358,065	343,000	368,000
<i>Car and Clothing Allowances</i>	3,992	3,600	3,550	3,600
<i>Fringe Benefits</i>	154,025	165,428	165,000	167,500
<i>Overtime</i>	28,668	21,500	31,500	18,000
<i>Contractual Labor</i>	62,310	8,640	25,000	8,640
<i>Employee Recognition</i>	250	400	400	-
<i>Personnel Subtotal</i>	598,169	557,633	568,450	565,740
<i>Supplies</i>	26,152	19,100	18,740	16,700
<i>Services and Charges</i>	25,878	27,000	19,000	38,500
<i>Miscellaneous</i>	189,550	206,000	193,443	202,000
<i>Division Total</i>	839,749	809,733	799,633	822,940

Solid Waste Management

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$10,100 lower, or 1.2 percent less than budget.*
- *The variance is attributable to lower than anticipated recycling costs and lower disposal fees.*

FY15 Budget Highlights:

- *Division expenditures are \$13,207 higher – an increase of 1.6 percent – compared to budgeted expenditures for FY14.*
- *Division FTEs remain unchanged; however the number of Sanitation Drivers has been increased from 3 to 4 and the previous position of Sanitation Technician II has been eliminated.*
- *Approximately 69 percent of division expenditures are personnel related.*
- *Approximately 27 percent of division expenditures are for disposal and/or processing of materials, including \$190,000 for solid waste tipping fees and \$35,500 for processing fees for single stream recycling processing, yard waste and food waste composting, and electronics recycling.*

Gardens

Division Purpose:

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

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 when funding allows.*
- *Improve the appearance of the City facilities through enhanced garden areas.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
# of new gardens created	8	10	14
# of existing gardens enhanced	8	12	10

Note:

New garden installations, related to bio-retention facilities for managing stormwater, are anticipated to be the majority of new garden spaces added in FY15.

Gardens

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.00	2.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.00	2.00	3.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>City Gardener</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	1.00	2.00
<i>Division Total FTEs</i>	2.00	3.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Gardens</i>	183,337	196,478	196,100	219,275
<i>Division Total</i>	183,337	196,478	196,100	219,275

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	89,915	90,402	90,000	127,500
<i>Fringe Benefits</i>	31,215	33,526	33,500	49,500
<i>Overtime</i>	1,849	3,000	3,900	3,500
<i>Car and Clothing Allowances</i>	800	800	800	1,200
<i>Contractual Labor</i>	45,791	47,500	47,500	17,000
<i>Employee Recognition</i>	-	50	50	-
<i>Personnel Subtotal</i>	169,570	175,278	175,750	198,700
<i>Supplies</i>	12,495	18,500	18,500	17,500
<i>Services and Charges</i>	1,094	1,700	1,350	2,075
<i>Miscellaneous</i>	178	1,000	500	1,000
<i>Division Total</i>	183,337	196,478	196,100	219,275

Gardens

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$378 less than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$22,797 higher — an increase of 11.6 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to additional funding for personnel costs.*
- *Division FTEs increase by one maintenance technician.*
- *The allocation for temporary labor assistance was reduced 40 percent due to the addition of a maintenance technician to the staff.*
- *Approximately 91 percent of division expenditures are personnel related.*
- *Supplies comprise about eight percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.*

Urban Forest

Division Purpose:

Manage the City's urban forest. Enforce Takoma Park's tree ordinance. Division is overseen by a licensed arborist.

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.*
- *Work with utility companies to manage and protect urban forests.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of trees removed by permit	85	50	55
Number of undesirable species trees removed by permit	30	20	25
Number of tree protection plan permits	12	15	15
Waivers issued by City Arborist	164	109	140
Number of permit denials	19	9	20
Number of trees planted in the right-of-way	240	115	130
Number of bulk buy trees planted on private property	50	70	50
Tree Impact Assessments	64	60	70
# of municipal infraction citations issued.	1	3	5

Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.00	1.00	1.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>City Arborist</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Urban Forest</i>	185,730	242,727	222,347	239,900
<i>Division Total</i>	185,730	242,727	222,347	239,900

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	66,129	66,819	66,000	69,000
<i>Fringe Benefits</i>	20,067	20,308	21,100	21,500
<i>Overtime</i>	2,072	1,000	1,900	2,000
<i>Car and Clothing Allowances</i>	400	400	400	400
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	88,668	88,527	89,400	92,900
<i>Supplies</i>	87,206	131,000	116,947	134,000
<i>Services and Charges</i>	9,841	21,000	15,000	11,000
<i>Miscellaneous</i>	15	2,200	1,000	2,000
<i>Division Total</i>	185,730	242,727	222,347	239,900

Urban Forest

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$20,380 lower, or 8 percent less than budget.*
- *The variance is attributable to lower than anticipated costs for tree maintenance and invasive plant removal costs.*

FY15 Budget Highlights:

- *Division expenditures are \$2,827 lower — a decrease of 1.2 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to a decrease in contract costs.*
- *Division FTEs remain unchanged.*
- *Approximately 39 percent of division expenditures are personnel related.*
- *About 54 percent of division expenditures are related to tree maintenance (\$90,000) and tree planting (\$25,000 on public property and \$15,000 on private property).*
- *Services and charges account for approximately five percent of division expenditures.*

City Engineer

Division Purpose:

*Manage and direct all street restoration and sidewalk improvement programs.
Provide engineering support to other City departments.*

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, which includes repairs to make sidewalks compliant with Federal and State disability regulations and new sidewalk design and construction as requested by the residents and directed by the Council.*
- *To increase the capacity of staff to design, develop and coordinate with the community on the projects overseen by this Division, the Department has created a new Construction Manager position. That position is reflected as .75 FTE in the City Engineer budget and .25 FTE in the Stormwater budget. An Administrative Assistant position has been eliminated.*
- *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 FY13	Estimated FY14	Projected FY15
Miles of road resurfaced	2.08	1.71	1.70
Square feet of asphalt patch	5,000	10,000	10,000
Square yards of new sidewalk constructed	-	2,397	3,500
Square yards of sidewalk repaired	5,571	5,294	6,000

City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY14</i>
<i>FTEs with benefits</i>	1.35	1.35	1.85
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.35	1.35	1.85

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY14</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coordinator</i>	0.60	0.60
<i>Administrative Assistant II</i>	0.25	-
<i>Construction Manager</i>	-	0.75
<i>Division Total FTEs</i>	1.35	1.85

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>City Engineer</i>	132,652	222,598	202,700	294,800
<i>Division Total</i>	132,652	222,598	202,700	294,800

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	77,010	97,924	85,000	151,500
<i>Fringe Benefits</i>	20,981	35,684	31,000	50,500
<i>Overtime</i>	882	200	-	200
<i>Contractual Labor</i>	-	6,250	-	-
<i>Employee Recognition</i>	-	40	-	100
<i>Personnel Subtotal</i>	98,873	140,098	116,000	202,300
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	33,779	82,500	86,700	92,500
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	132,652	222,598	202,700	294,800

City Engineer

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$19,898 lower, or 9 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs due to a staff vacancy.*

FY15 Budget Highlights:

- *Division expenditures are \$72,202 higher — an increase of 32.4 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to additional personnel costs.*
- *Division FTEs increase by .5. In order to better manage the multiple construction projects carried out by this Division, the Department plans to replace the vacant Administrative Assistant position with a Construction Manager. Previously the Administrative Assistant position was reflected as 0.25 FTE in the City Engineer budget, 0.5 FTE in the Administrative budget and 0.25 FTE in the Stormwater budget. The FY 15 proposal is for .75 of the Construction Manager to be reflected in the City Engineer budget and .25 FTE in the Stormwater budget. This will increase the FTE's associated with this Division by .5 FTE.*
- *Approximately 69 percent of division expenditures are personnel related.*
- *Approximately 31 percent of division expenditures are related to services and charges, specifically contractual engineering and pavement maintenance and infrastructure repairs.*



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Department Summary

Department Overview:

The Recreation Department enhances the quality of life in Takoma Park by developing and providing creative, diversified, and safe programs and services that attract participants of all ages and 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.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	2.25	11.50	2.40
<i>Takoma Park Recreation Center</i>	3.44	2.08	3.71
<i>Community Programs</i>	0.50	0.60	2.21
<i>Athletic Fields and Facilities</i>	0.20	-	0.10
<i>Camps</i>	1.35	1.67	2.42
<i>Before and After School Programs</i>	2.43	1.21	2.31
<i>Community Center</i>	7.56	2.70	6.74
<i>Department Total FTEs</i>	17.73	19.76	19.89

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Takoma/Langley</i>				
<i>Recreation Agreement</i>	87,650	87,650	87,650	87,650
<i>Program/Service Charges</i>	496,754	430,650	471,562	478,000
<i>Subtotal</i>	584,404	518,300	559,212	565,650
<i>General Fund</i>	677,054	1,058,145	855,030	1,047,475
<i>Department Total</i>	1,261,458	1,576,445	1,414,242	1,613,125

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	776,707	883,630	786,000	919,100
<i>Fringe Benefits</i>	191,160	319,665	250,300	303,800
<i>Overtime</i>	1,777	5,800	5,200	5,800
<i>Employee Recognition</i>	550	150	150	200
<i>Personnel Subtotal</i>	970,194	1,209,245	1,041,650	1,228,900
<i>Supplies</i>	21,376	23,050	21,907	23,050
<i>Services and Charges</i>	188,276	203,350	211,565	224,350
<i>Miscellaneous</i>	81,612	140,800	139,120	136,825
<i>Department Total</i>	1,261,458	1,576,445	1,414,242	1,613,125

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	261,023	1,067,665	903,834	315,475
<i>Takoma Park Recreation Center</i>	226,110	95,650	96,035	236,950
<i>Community Programs</i>	90,087	65,025	59,512	190,650
<i>Athletic Fields and Facilities</i>	57,961	44,000	43,295	54,300
<i>Camps</i>	68,821	44,600	42,748	113,700
<i>Before and After School Programs</i>	117,610	54,450	52,469	135,650
<i>Community Center</i>	439,846	205,055	216,349	566,400
<i>Department Total</i>	1,261,458	1,576,445	1,414,242	1,613,125

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$162,203 less than budget.*
- *The variance is attributable to career staff vacancies.*

FY15 Budget Highlights:

- *Departmental expenditures are \$36,680 higher — an increase of 2.3 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to increases in personnel and contract costs.*
- *Departmental FTEs increase by 0.13.*
- *Approximately 76 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$19,655 compared to budgeted expenditures for FY14.*
- *Services and charges account for about fourteen percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$21,000), contractual program instruction (\$77,500), and rental of school facilities (\$19,000).*
- *Miscellaneous expenditures represent approximately eight percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.*



Administration

Division Purpose:

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

Management Objectives:

- *Maintain 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.*
- *Provide progressive skill-building opportunities to participants to increase employability and enhance their development.*
- *Actively promote programs across socio-economic and cultural lines using a variety of marketing tools and outreach.*
- *Maintain a price differential for fee, 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.*

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.25	11.5	2.40
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.25	11.50	2.40

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Recreation Director</i>	1.00	0.70
<i>Assistant Recreation Director</i>	1.00	0.50
<i>Recreation Manager</i>	1.00	-
<i>Recreation Supervisor</i>	4.00	-
<i>Recreation Coordinator</i>	2.50	-
<i>Administrative Assistant I</i>	1.00	0.20
<i>Administrative Assistant II</i>	1.00	1.00
<i>Division Total FTEs</i>	11.50	2.40

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	261,023	1,067,655	903,834	315,475
<i>Division Total</i>	261,023	1,067,665	903,834	315,475

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	150,561	694,600	600,000	170,050
<i>Fringe Benefits</i>	46,905	292,665	225,000	64,150
<i>Overtime</i>	340	5,800	3,000	800
<i>Employee Recognition</i>	60	150	150	-
<i>Personnel Subtotal</i>	197,866	993,215	828,150	235,000
<i>Supplies</i>	4,516	6,500	6,499	6,500
<i>Services and Charges</i>	50,347	59,850	61,060	65,850
<i>Miscellaneous</i>	8,294	8,100	8,125	8,125
<i>Division Total</i>	261,023	1,067,665	903,834	315,475

Administration

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$163,831 less than budget.*
- *The variance is primarily attributable to career staff vacancies.*

FY15 Budget Highlights:

- *Division expenditures are \$752,190 lower – a decrease of 70.5 percent – compared to budgeted expenditures for FY14.*
- *The budgetary decrease is primarily attributable to the transfer of personnel to other divisions.*
- *Division FTEs decrease by 9.10.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Services and charges represent about 21 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 (\$30,000).*
- *Charges categorized as miscellaneous account for three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.*

Takoma Park Recreation Center

Division Purpose:

Operate 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.

Management Objectives:

- *Develop partnerships with neighboring schools to build the community garden program.*
- *Increase marketing of fitness room memberships by using a variety of mediums including social media and special promotions for City residents.*
- *Establish the facilities social media presence by increasing Facebook followers.*
- *Modify the Kidz City after-school program by increasing the number of days and expanding the hours.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Memberships (Fitness & Gym)	134	135	145
Memberships (Fitness Only)	47	50	55
People served	17,585	18,326	18,500

Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	1.65	-	1.50
<i>FTEs without benefits</i>	1.79	2.08	2.21
<i>Division Total</i>	3.44	2.08	3.71

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Recreation Director</i>	-	0.10
<i>Recreation Supervisor II</i>	-	1.15
<i>Asst. Rec. Director</i>	-	0.25
<i>Part-time Staff</i>	2.08	2.21
<i>Division Total FTEs</i>	2.08	3.71

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Takoma Park Recreation Center</i>	226,110	95,650	96,035	236,950
<i>Division Total</i>	226,110	95,650	96,035	236,950

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	162,916	56,400	56,000	161,800
<i>Fringe Benefits</i>	36,034	6,200	6,000	41,600
<i>Overtime</i>	522	-	1500	500
<i>Employee Recognition</i>	35	-	-	-
<i>Personnel Subtotal</i>	199,507	62,600	63,500	203,900
<i>Supplies</i>	1,273	2,400	2,389	2,400
<i>Services and Charges</i>	22,041	26,500	25,999	26,500
<i>Miscellaneous</i>	3,289	4,150	4,147	4,150
<i>Division Total</i>	226,110	95,650	96,035	236,950

Takoma Park Recreation Center

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$385 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY15 Budget Highlights:

- *Division expenditures are \$141,300 higher – an increase of 148 percent – compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to the transfer of personnel from the Administration division, part-time staff wage increase, and the support of additional senior programming at the facility two days per week.*
- *Division FTEs increase by 1.63.*
- *Approximately 86 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 11 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) 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.*



Community Programs

Division Purpose:

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

Management Objectives:

- *Continue to utilize special events such as the Annual Egg Hunt, the Monster Bash program, and Celebrate Takoma to add value to the Takoma Park community.*
- *Increase active participants in the youth tennis clinic for ages 7-13.*
- *Support existing local festivals by participating in outreach efforts such as having a booth presence or providing staff-led activities that engages a diverse segment of the community.*
- *Expand participation in the Department's T-ball league.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Flag Football Participants	81	120	120
Y.E.S. Participants	123	130	130
T-Ball Participants	103	120	120
Winter Basketball Participants	616	644	650
Tennis Lesson Participants	55	60	60
Number of Special Event Participants	2,070	3,550	4,000
Staff participation in local festivals and special events.	12	15	15

Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.50	-	1.70
<i>FTEs without benefits</i>	-	0.60	0.51
<i>Division Total</i>	0.50	0.60	2.21

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Asst. Rec. Director</i>	-	0.10
<i>Recreation Supervisor I</i>	-	0.10
<i>Recreation Supervisor II</i>	-	0.50
<i>Recreation Coordinator I</i>	-	1.00
<i>Seasonal Staff</i>	0.60	0.51
<i>Division Total FTEs</i>	0.60	2.21

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Community Programs</i>	90,087	65,025	59,512	190,650
<i>Division Total</i>	90,087	65,025	59,512	190,650

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	42,937	13,725	10,000	104,350
<i>Fringe Benefits</i>	9,932	1,100	500	36,000
<i>Overtime</i>	221	-	-	2,100
<i>Employee Recognition</i>	38	-	-	-
<i>Personnel Subtotal</i>	53,128	14,825	10,500	142,450
<i>Supplies</i>	3,814	350	350	350
<i>Services and Charges</i>	6,367	7,500	7,912	7,500
<i>Miscellaneous</i>	26,778	42,350	40,750	40,350
<i>Division Total</i>	90,087	65,025	59,512	190,650

Community Programs

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$5,513 less than the budget.*
- *The variance is primarily attributable to lower personnel costs.*

FY15 Budget Highlights:

- *Division expenditures are \$125,625 higher — an increase of 193 percent — compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to transferring of personnel from the Administration division.*
- *Division FTEs increase by 1.61.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 21 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 Monster Bash Parade and the Egg Hunt, sports programs, and Fun Days are also accounted for in this category.*

Athletic Fields & Facilities

Division Purpose:

Oversee 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 Capital Park and Planning Commission (Ed Wilhelm). Payment for the department's rental and use of school facilities are accounted for in this division.

Management Objectives:

- *Maintain financial partnerships with sports leagues to defray costs of field maintenance.*
- *Continue successful maintenance program for Lee Jordan and Ed Wilhelm fields.*
- *Maintain service of port-o-johns at Lee Jordan field, Spring Park, and Belle Ziegler Park.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of seeding applications	2	2	2

Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.20	-	0.10
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.20	-	0.10

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Recreation Supervisor II</i>	-	0.10
<i>Division Total FTEs</i>	-	0.10

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Athletic Fields and Facilities</i>	57,961	44,000	43,295	54,300
<i>Division Total</i>	57,961	44,000	43,295	54,300

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	12,501	-	-	7,050
<i>Fringe Benefits</i>	3,589	-	-	3,250
<i>Overtime</i>	-	-	-	-
<i>Personnel Subtotal</i>	16,090	-	-	10,300
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	41,871	44,000	43,295	44,000
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	57,961	44,000	43,295	54,300

Athletic Fields & Facilities

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$705 less than budget.*
- *The variance is attributable to a reduction in the number of hours used for Montgomery County Interagency Coordinating Board rentals.*

FY15 Budget Highlights:

- *Division expenditures are \$10,300 higher — an increase of 23 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to transferring of personnel from the Administration division.*
- *Division FTEs increase by 0.10.*
- *Approximately 19 percent of division expenditures are personnel related.*
- *Services and charges represent 81 percent of division expenditures. This category includes the monies paid to the Interagency Coordinating Board for the rental of school facilities for City-provided recreational programs (\$19,000), and the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$25,000).*

Camps

Division Purpose:

Develop programming for Spring Break and summer camps and oversee their operation. Teens on The Move camp is oriented towards the difficult to reach 13-17 year old population. Camps include Camp Recess, located at the Takoma Park Recreation Center, Camp Takoma at the Community Center, and a variety of specialty camps.

Management Objectives:

- *Increase customer satisfaction rating of the City's Spring Break and summer camps. The evaluation return rate from parents and participants should be 50%.*
- *Develop a payment plan system that allows patrons to incrementally pay for camp options.*
- *Provide skill building camp opportunities for teens that will increase personal development and increase job readiness.*
- *Find a designated performing arts contractor to design a complete program that takes participants through the stages of production and performance.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of participants in Counselor-in-Training Program	4	8	10
Percentage of favorable ratings for Spring Break Camp	83	85	90
Percentage of evaluations returned for Spring Break Camp	50	55	55
Percentage of favorable ratings for Summer Camp	85	85	87
Percentage of evaluations returned for Summer Camp	40	53	60
Implement summer specialty camps	13	15	20
Number of skill building teen camp opportunities	1	1	1

Camps

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.50	-	0.75
<i>FTEs without benefits</i>	0.85	1.67	1.67
<i>Division Total</i>	<i>1.35</i>	<i>1.67</i>	<i>2.42</i>

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Asst. Rec. Director</i>	-	0.05
<i>Recreation Supervisor I</i>	-	0.50
<i>Recreation Supervisor II</i>	-	0.20
<i>Seasonal Staff</i>	1.67	1.67
<i>Division Total FTEs</i>	<i>1.67</i>	<i>2.42</i>

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Camps</i>	68,821	44,600	42,748	113,700
<i>Division Total</i>	<i>68,821</i>	<i>44,600</i>	<i>42,748</i>	<i>113,700</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	41,904	20,000	18,000	67,700
<i>Fringe Benefits</i>	9,654	1,600	2,000	22,200
<i>Overtime</i>	75	-	-	800
<i>Employee Recognition</i>	47	-	-	-
<i>Personnel Subtotal</i>	<i>51,680</i>	<i>21,600</i>	<i>20,000</i>	<i>90,700</i>
<i>Supplies</i>	1,461	1,800	1,800	1,800
<i>Services and Charges</i>	11,236	15,600	15,350	15,600
<i>Miscellaneous</i>	4,444	5,600	5,598	5,600
<i>Division Total</i>	<i>68,821</i>	<i>44,600</i>	<i>42,748</i>	<i>113,700</i>

Camps

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$1,852 less than budget.*
- *The variance is attributable to part-time staff vacancies.*

FY15 Budget Highlights:

- *Division expenditures are \$69,100 higher — an increase of 155 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to transferring of personnel from the Administration division.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Division FTEs increase by 0.75.*
- *Services and charges represent about 14 percent of division expenditures. This category includes contractual costs for special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately 5 percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.*

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.

Management Objectives:

- *Increase customer satisfaction with the before and after-school care programs by receiving 75 percent or better rate of return for surveys.*
- *Continue a parent orientation that emphasizes program policies, procedures, staff introductions, and program overview.*
- *Obtain staff certifications for the program director and assistant by attending six hours of training that specializes in childcare and after school programming.*
- *Develop a bi-monthly newsletter to communicate program highlights and upcoming events to parents and participants.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Percentage of staff receiving six hours of training	100	100	100
Percentage of evaluations returned	50	75	75
Staff-led clubs and activities	6	6	6
Percentage of favorable ratings for Before/After Care	86	85	90
Contractor-led clubs/ activities	2	2	2

Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.90	-	0.60
<i>FTEs without benefits</i>	1.53	1.21	1.71
<i>Division Total</i>	<i>2.43</i>	<i>1.21</i>	<i>2.31</i>

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Asst. Rec. Director</i>	-	0.05
<i>Recreation Supervisor I</i>	-	0.40
<i>Recreation Supervisor II</i>	-	0.15
<i>Recreation Specialist</i>	-	0.50
<i>Seasonal Staff</i>	1.21	1.21
<i>Division Total FTEs</i>	<i>1.21</i>	<i>2.31</i>

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Before and After School Programs</i>	117,610	54,450	52,469	135,650
<i>Division Total</i>	<i>117,610</i>	<i>54,450</i>	<i>52,469</i>	<i>135,650</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	89,141	37,750	37,000	94,550
<i>Fringe Benefits</i>	21,115	5,700	5,000	29,600
<i>Overtime</i>	55	-	-	500
<i>Employee Recognition</i>	65	-	-	-
<i>Personnel Subtotal</i>	<i>110,376</i>	<i>43,450</i>	<i>42,000</i>	<i>124,650</i>
<i>Supplies</i>	4,280	5,500	5,420	5,500
<i>Services and Charges</i>	2,523	4,900	4,449	4,900
<i>Miscellaneous</i>	431	600	600	600
<i>Division Total</i>	<i>117,610</i>	<i>54,450</i>	<i>52,469</i>	<i>135,650</i>

Before & After School Programs

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$1,981 less than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$81,200 higher — an increase of 149 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to transferring of personnel from the Administration division.*
- *Division FTEs increase by 1.10.*
- *Approximately 92 percent of division expenditures are personnel related.*



Takoma Park Community Center

Division Purpose:

Oversee 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 contractual services.

Management Objectives:

- *Partner with local youth based agencies to enhance teen program offerings.*
- *Provide art-based programming for young people ages 12-17.*
- *Implement a variety of multi-media classes specializing in audio and video production for teens and adults.*
- *Increase active adult (ages 55-65) programs; additional programs will take place at the New Hampshire Avenue Recreation Center two times per week.*
- *Increase technology learning opportunities for baby boomers (ages 55-65).*
- *Dedicate financial resources to support programming for residents ages 18 – 24.*
- *Partner with local businesses and non-profit organizations to implement a City led Youth Summer Jobs program for ages 16-21.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Number of service learning hours recorded	712	780	825
Number of toddler programs	53	55	60
Number of developmental teen programs/ trips	9	11	13
Number of active adult programs (Baby Boomers)	6	8	10
Number of Senior Program partners	3	3	4

Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	4.50	-	3.95
<i>FTEs without benefits</i>	3.06	2.70	2.79
<i>Division Total</i>	7.56	2.70	6.74

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Recreation Director</i>	-	0.20
<i>Asst. Rec. Director</i>	-	0.05
<i>Recreation Coordinator II</i>	-	1.00
<i>Recreation Supervisor II</i>	-	1.90
<i>Admin Assistant I</i>	-	0.80
<i>Part-time Staff</i>	2.70	2.79
<i>Division Total FTEs</i>	2.70	6.74

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Community Center</i>	439,846	205,055	216,349	566,400
<i>Division Total</i>	439,846	205,055	216,349	566,400

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	276,747	61,155	65,000	313,600
<i>Fringe Benefits</i>	63,931	12,400	11,800	107,000
<i>Overtime</i>	564	-	700	1,100
<i>Employee Recognition</i>	305	-	-	200
<i>Personnel Subtotal</i>	341,547	73,555	77,500	421,900
<i>Supplies</i>	6,032	6,500	5,449	6,500
<i>Services and Charges</i>	53,891	45,000	53,500	60,000
<i>Miscellaneous</i>	38,376	80,000	79,900	78,000
<i>Division Total</i>	439,846	205,055	216,349	566,400

Recreation

Takoma Park Community Center

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$11,294 higher than budget.*
- *The variance is attributable to an increase in contractor led programming.*

FY15 Budget Highlights:

- *Division expenditures are \$361,345 higher — an increase of 176 percent — compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to transferring of personnel from the Administration division and an increase in contractor led programming, additional programming funds for the senior population that will take place at the New Hampshire Avenue Recreation Center, and funds to support the City's Youth Summer Jobs program.*
- *Approximately 74 percent of division expenditures are personnel related.*
- *Division FTEs increase by 4.04.*
- *Services and charges represent about 11 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$60,000).*
- *Charges categorized as miscellaneous account for about 14 percent of division expenditures. This classification includes costs for senior programming (\$15,500) and teen programming (\$40,000).*



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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. Activities of the department advance the Council's interests in economic development, environmental sustainability and an enhanced quality of life for the Takoma Park community.

These functions are accounted for in six divisions: **Administration, Code Enforcement, Landlord-Tenant Office, Rent Stabilization, Community Development, and Affordable Housing.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	1.40	1.40	1.25
<i>Code Enforcement</i>	3.00	3.00	3.02
<i>Landlord-Tenant</i>	1.28	1.28	1.05
<i>Rent Stabilization</i>	0.62	0.62	0.95
<i>Community Development</i>	3.76	3.76	2.58
<i>Affordable Housing</i>	0.60	0.60	0.90
<i>Department Total FTEs</i>	10.66	10.66	9.75

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Inspection Fees</i>	305,082	309,000	316,786	316,000
<i>Municipal Infraction Fees</i>	7,000	5,500	3,500	5,500
<i>Subtotal</i>	312,082	314,500	320,286	321,500
<i>General Fund</i>	955,694	1,389,622	1,248,889	1,279,317
<i>Department Total</i>	1,267,776	1,704,122	1,569,175	1,600,817

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	616,740	667,179	653,100	701,250
<i>Fringe Benefits</i>	206,943	263,728	214,000	249,500
<i>Overtime</i>	4,914	4,700	3,050	4,700
<i>Employee Recognition</i>	500	310	160	250
<i>Personnel Subtotal</i>	829,097	935,917	870,310	955,700
<i>Supplies</i>	13,079	42,500	41,200	60,150
<i>Services and Charges</i>	414,423	673,025	618,725	536,250
<i>Miscellaneous</i>	11,177	52,680	38,940	48,717
<i>Department Total</i>	1,267,776	1,704,122	1,569,175	1,600,817

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	117,223	180,119	117,650	226,200
<i>Code Enforcement</i>	431,249	480,425	455,180	487,290
<i>Landlord-Tenant</i>	120,955	125,414	125,450	109,144
<i>Rent Stabilization</i>	69,402	79,629	79,325	121,583
<i>Community Development</i>	436,859	581,376	535,150	433,975
<i>Affordable Housing</i>	92,088	257,159	256,420	222,625
<i>Department Total</i>	1,267,776	1,704,122	1,569,175	1,600,817

Department Summary

Adopted to Estimated Actual 14:

- *Departmental expenditures are expected to be \$134,947 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs and demand for contracted services.*

FY15 Budget Highlights:

- *Departmental expenditures are \$103,305 lower — a decrease of 6.1 percent — compared to budgeted expenditures for FY14. The variance is attributable to decreases in funding requests related to proposed economic development activities in Old Takoma.*
- *Departmental FTEs are 0 .91 lower than in FY14. Intern positions, incorporated in prior year FTE reports, are no longer included in the calculation of staffing levels.*
- *Approximately 60 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$19,783 compared to budgeted expenditures for FY14.*
- *Services and charges account for 33 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$214,650), rent increase petition reviews (\$16,000), tenant organizing (\$30,000), market and feasibility studies for proposed projects along the New Hampshire Avenue Corridor (\$45,000), and economic development services in the Main Street Takoma/Old Takoma district and in the Takoma Langley Crossroads area (\$60,000). This category also includes funding (\$80,000) to assist property owners in correcting identified exterior property maintenance code violations identified by the Code Enforcement Division.*
- *Miscellaneous expenditures represent three percent of departmental expenditures.*



Administration

Division Purpose:

Responsible for oversight of departmental functions; establish departmental goals; and prepare and monitor departmental budget.

Management Objectives:

- *Prioritize and direct departmental activities to further the goals and objectives of the City Council.*
- *Ensure programming and special projects have adequate staffing and budgetary resources.*
- *Coordinate appropriate staffing of Council appointed task forces, committees and advisory boards.*
- *Administer various special revenue projects, community grants and emergency assistance funds and associated contracts.*
- *Inform the community of programming offered by the Department.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
City Committee Meetings	NA	13	20
Special Revenue Fund Projects	12	5	10
Community Grants Monitored	2	7	7
Service Contracts Monitored	NA	12	13
Newsletter Articles and Announcements	43	126	60

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	1.40	1.40	1.25
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.40	1.40	1.25

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Housing & Community Development</i>	0.40	0.40
<i>Housing Manager</i>	-	0.10
<i>Management Assistant</i>	0.50	0.25
<i>Program Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	1.40	1.25

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Administration</i>	117,223	180,119	117,650	226,200
<i>Division Total</i>	117,233	180,119	117,650	226,200

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	61,440	93,752	61,000	136,950
<i>Fringe Benefits</i>	21,747	45,367	16,500	46,500
<i>Overtime</i>	-	-	-	500
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	83,187	139,119	77,500	183,950
<i>Supplies</i>	6,454	7,200	6,000	14,850
<i>Services and Charges</i>	26,711	32,700	33,700	26,500
<i>Miscellaneous</i>	871	1,100	450	900
<i>Division Total</i>	117,223	180,119	117,650	226,200

Administration

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$62,469 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

FY15 Budget Highlights:

- *Division expenditures are \$46,081 higher — an increase of 25.6 percent — compared to budgeted expenditures for FY14.*
- *The budgetary increase is primarily attributable to increase in intern and part-time salary.*
- *Division FTEs decrease by 0.15 due to the transfer of staff.*
- *Approximately 81 percent of division expenditures are personnel related.*
- *Services and charges represent twelve percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, and postage costs.*

Code Enforcement

Division Purpose:

Provide for the inspection of residential, commercial and institutional properties and vacant parcels; license rental housing facilities; and provide technical and inspection services required of various home repair and anti-littering initiatives.

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.*
- *Provide appropriate professional services in support of the Exterior Home Repair Program.*
- *Provide education and outreach for the anti-littering initiative.*

Performance/Workload Measures:

Measurement	Actual	Estimated	Projected
	FY13	FY14	FY15
Public Contacts	5,850	4,126	2,900
Rental Licenses - Issued	425	437	445
Rental Licenses - Discontinued	35	32	25
Illegal Rental Facilities Identified	22	42	30
Rental Units Inspected	2,992	2,987	3,000
Landlord Certification Seminars	12	12	8
Landlord Certificates Issued	130	147	150
Staff Initiated Inspections Conducted	37	227	530
Property Maintenance Code Complaints	237	203	260
Property Maintenance Code Cases Closed	205	244	215
Notices of Violation Issued	309	153	170
Municipal Citations Issued	113	54	65
Handbills and Flyers Removed	1,393	1,362	3,000

Code Enforcement

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	3.00	3.00	3.02
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.02

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Code Enforcement Supervisor</i>	1.00	0.75
<i>Code Enforcement Inspector</i>	1.00	1.00
<i>Rental Licensing Specialist</i>	-	1.00
<i>Director of Housing & Community Development</i>	-	0.15
<i>Multi Program Coordinator</i>	-	0.12
<i>Administrative Assistant II</i>	1.00	-
<i>Division Total FTEs</i>	3.00	3.02

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Code Enforcement</i>	431,249	480,425	455,180	487,290
<i>Division Total</i>	431,249	480,425	455,180	487,290

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	141,672	158,290	156,500	171,300
<i>Fringe Benefits</i>	51,805	67,605	56,500	64,900
<i>Overtime</i>	581	700	700	1,500
<i>Employee Recognition</i>	100	150	-	-
<i>Personnel Subtotal</i>	194,158	226,745	213,700	237,700
<i>Supplies</i>	546	300	200	300
<i>Services and Charges</i>	235,067	247,000	235,700	240,050
<i>Miscellaneous</i>	1,478	6,380	5,580	9,240
<i>Division Total</i>	431,249	480,425	455,180	487,290

Code Enforcement

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$25,245 lower than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs and demand for contracted services.*

FY15 Budget Highlights:

- *Division expenditures are \$6,865 higher — an increase of 1.4 percent — compared to budgeted expenditures for FY14.*
- *Approximately 49 percent of division expenditures are personnel related.*
- *FTEs increase by 0.02.*
- *Services and charges represent 49 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$214,650). Funding in the amount of \$5,000 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 inspection tracking software (\$12,300) and continuation of the FY14 anti-littering initiative (\$7,000).*

Landlord-Tenant

Division Purpose:

Investigate and resolve disputes between landlords and tenants; coordinate processing of complaints filed with the Commission on Landlord-Tenant Affairs; and undertake a variety of educational and outreach programs targeted to local landlords and tenants.

Management Objectives:

- *Mediate landlord and tenant disputes in an unbiased and professional manner.*
- *Coordinate Commission of Landlord and Tenant Affairs (COLTA) hearings in accordance with established regulations.*
- *Continue landlord and tenant outreach and education programs.*

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
Landlord Tenant Contacts	2,776	2,784	2,650
Tenant Rights Workshops	3	2	2
Tenant Outreach Efforts	NA	1	2
Credit Checks Conducted	54	50	50
COLTA – cases filed	11	8	10
COLTA – hearings conducted	5	3	4

Landlord-Tenant

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	1.28	1.28	1.05
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.28	1.28	1.05

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Housing & Community Development</i>	-	0.05
<i>Affordable Housing Manager</i>	0.25	0.25
<i>Landlord/Tenant Mediation Specialist</i>	0.33	0.50
<i>Housing Specialist</i>	0.70	0.25
<i>Division Total FTEs</i>	1.28	1.05

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Landlord-Tenant</i>	120,955	125,414	125,450	109,144
<i>Division Total</i>	120,955	125,414	125,450	109,144

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	85,429	84,300	85,100	75,000
<i>Fringe Benefits</i>	34,278	36,299	36,200	28,600
<i>Overtime</i>	951	1,000	1,000	1,200
<i>Employee Recognition</i>	90	40	40	62
<i>Personnel Subtotal</i>	120,748	121,639	122,340	104,862
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	139	2,000	2,000	2,500
<i>Miscellaneous</i>	68	1,775	1,110	1,782
<i>Division Total</i>	120,955	125,414	125,450	109,144

Landlord-Tenant

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$36 higher than budget.*

FY15 Budget Highlights:

- *Division expenditures are \$16,270 lower — a decrease of 13 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to the decrease of FTEs.*
- *Division FTEs decrease by 0.23.*

Rent Stabilization

Division Purpose:

Provide administrative oversight of the City's rent stabilization programming; review petitions to increase rents above the annual rent increase allowance, and process applications for exemptions from rent stabilization, and annual rent report submissions.

Management Objectives:

- *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	Actual	Estimated	Projected
	FY13	FY14	FY15
Fair Return Petitions - Workshops	3	1	1
Fair Return Petitions - Filed	2	2	3
Rent Stabilization Exemptions Processed	11	29	18
Rent Reports Monitored	270	282	280
Municipal Citations Issued	11	23	20

Rent Stabilization

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.62	0.62	0.95
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.62	0.62	0.95

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Housing & Community Development</i>	-	0.05
<i>Affordable Housing Manager</i>	0.15	0.15
<i>Landlord/Tenant Mediation Specialist</i>	0.17	-
<i>Housing Specialist</i>	0.30	0.75
<i>Division Total FTEs</i>	0.62	0.95

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Rent Stabilization</i>	69,402	79,629	79,325	121,583
<i>Division Total</i>	69,402	79,629	79,325	121,583

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	42,472	41,897	42,500	67,600
<i>Fringe Benefits</i>	16,666	17,657	17,600	30,000
<i>Overtime</i>	407	500	350	-
<i>Employee Recognition</i>	50	25	25	188
<i>Personnel Subtotal</i>	59,595	60,079	60,475	97,788
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	9,697	18,600	18,600	22,900
<i>Miscellaneous</i>	110	950	250	895
<i>Division Total</i>	69,402	79,629	79,325	121,583

Rent Stabilization

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$304 less than budget.*
- *The variance is attributable in part to lower than anticipated need for process service support required in the issuance of municipal citations.*

FY15 Budget Highlights:

- *Division expenditures are \$41,954 higher – an increase of 52.7 percent – compared to budgeted expenditures for FY14.*
- *The variance is attributable to increase in FTEs and services and charges.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Division FTEs increase by 0.33.*
- *Services and charges represent 19 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 (\$16,000) and the maintenance fee for the online rents reporting system (\$6,900).*

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.

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.*
- *Facilitate the redevelopment of City owned property in the Takoma Junction.*
- *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	Actual	Estimated	Projected
	FY13	FY14	FY15
The New Ave Initiatives	4	6	3
Old Takoma Initiatives	1	3	1
Long Range Plans	1	2	1
Bike Projects	2	5	1
Façade Improvements	4	8	4
Safe Routes to School Programs	13	2	1
Permit Letters Issued	217	234	200
We are Takoma Cultural Programs	50	51	55

Community Development

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	2.60	2.60	1.45
<i>FTEs without benefits</i>	1.16	1.16	1.13
<i>Division Total</i>	3.76	3.76	2.58

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Housing & Community Development</i>	0.60	0.20
<i>Community Development Coordinator</i>	1.00	1.00
<i>Planner</i>	1.00	1.00
<i>Interns</i>	1.16	-
<i>Management Assistant</i>	-	0.25
<i>Multi Program Coordinator</i>	-	0.13
<i>Division Total FTEs</i>	3.76	2.58

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Community Development</i>	436,859	591,376	535,150	433,975
<i>Division Total</i>	436,859	591,376	535,150	433,975

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	234,134	237,398	256,500	171,900
<i>Fringe Benefits</i>	67,959	82,003	72,000	52,500
<i>Overtime</i>	2,975	2,500	1,000	1,500
<i>Employee Recognition</i>	200	-	-	-
<i>Personnel Subtotal</i>	305,268	321,901	329,500	225,900
<i>Supplies</i>	6,079	35,000	35,000	45,000
<i>Services and Charges</i>	118,002	186,200	142,200	130,950
<i>Miscellaneous</i>	7,510	38,275	28,450	32,125
<i>Division Total</i>	436,859	581,376	535,150	433,975

Community Development

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$46,226 less than budget.*
- *The variance is attributable to a lower than anticipated demand for contractual services.*

FY15 Budget Highlights:

- *Division expenditures are \$147,401 lower – a decrease of 25.4 percent – compared to budgeted expenditures for FY14.*
- *The budgetary variance is attributable to a reduction in personnel costs and contractual services in support of various economic development initiatives.*
- *Approximately 52 percent of division expenditures are personnel related.*
- *Division FTEs decrease by 1.18.*
- *Services and charges represent 30 percent of division expenditures. Included in this category are market and feasibility studies for proposed projects along the New Hampshire Avenue Corridor (\$45,000), and economic development services in the Main Street Takoma/Old Takoma district and in the Takoma Langley Crossroads area (\$60,000).*



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; and administer home repair programs.

Management Objectives:

- *Partner with nonprofit organizations and other public entities to advocate for the development and preservation of affordable rental and homeownership opportunities throughout the community.*
- *Promote the establishment of new tenant associations and nurture existing associations facilitating their ongoing operation.*
- *Coordinate exterior repairs of homes of income eligible homeowners.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY13	FY14	FY15
Educational Seminars	2	2	2
Housing Fairs	1	1	1
Tenant Capacity Building Initiative Projects	7	10	8
Payment in Lieu of Taxes (PILOT) Projects	3	1	-
Tenant Opportunity to Purchase Proposals	12	15	8
Exterior Housing Repair Projects	13	35	20

Affordable Housing

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.60	0.60	0.90
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.60	0.60	0.90

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Director of Housing & Community Development</i>	-	0.15
<i>Code Enforcement Supervisor</i>	-	0.25
<i>Affordable Housing Manager</i>	0.60	0.50
<i>Division Total FTEs</i>	0.60	0.90

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Affordable Housing</i>	92,088	257,159	256,420	222,625
<i>Division Total</i>	92,088	257,159	256,420	222,625

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	51,593	51,542	51,500	78,500
<i>Fringe Benefits</i>	14,488	14,797	15,200	27,000
<i>Overtime</i>	-	-	-	-
<i>Employee Recognition</i>	60	95	95	-
<i>Personnel Subtotal</i>	66,141	66,434	66,795	105,500
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	24,807	186,525	186,525	113,350
<i>Miscellaneous</i>	1,140	4,200	3,100	3,775
<i>Division Total</i>	92,088	257,159	256,420	222,625

Affordable Housing

Adopted to Estimated Actual Actual FY14:

- *Division expenditures are expected to be \$739 less than budget.*
- *The variance is attributable in part to lower than anticipated training expenses.*

FY15 Budget Highlights:

- *Division expenditures are \$34,534 lower — a reduction of 13.4 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to the decrease in Services and Charges.*
- *Approximately 47 percent of division expenditures are personnel related.*
- *Division FTEs increase by 0.30.*
- *Services and charges represent 51 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$30,000) and educational programming (\$3,000). This category also includes continued funding (\$80,000) to assist property owners in correcting identified exterior property maintenance code violations.*



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Department Summary

Department Overview:

The mission of the Communications Office is to use media and technology to inform, educate, entertain and engage residents while sharing items of public and cultural interest. 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.

Through its activities and its support of other City departments, the Communications Office advances the Council's interests in economic development, environmental sustainability and the enhancement of the quality of life in Takoma Park.

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.

Management Objectives:

- *Contract for improvements to the City's website to allow for optimal use on mobile devices and for reporting potholes and similar problems.*
- *Continue to recruit and train young people and others to ensure adequate staffing of Auditorium and City TV responsibilities.*
- *Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable television services.*
- *Ensure all media resources are accessible to persons with disabilities, to the extent possible.*

Department Summary

Performance/Workload Measures:

Measurement	Actual FY13	Estimated FY14	Projected FY15
City TV Hours:			
Original programming	106 hrs	135 hrs	135 hrs
Council meetings	150 hrs	145 hrs	145 hrs
Auditorium events (not broadcast on TV)	55	75	75
Average number of website pages viewed per month	NA	38,000	39,000
Average number of website pages viewed per visit	2.3	2.4	2.6
Social media account followers (FB, Twitter)	2,000	2,400	2,600
Mobile users of website	NA	15%	18%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	<i>2.00</i>	<i>4.00</i>	<i>4.35</i>
<i>FTEs without benefits</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Division Total</i>	<i>2.00</i>	<i>4.00</i>	<i>4.35</i>

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>TV Production Manager</i>	<i>1.00</i>	<i>1.00</i>
<i>Media Assistant</i>	<i>1.00</i>	<i>1.00</i>
<i>AV Specialist</i>	<i>2.00</i>	<i>2.00</i>
<i>Media Specialist Assistant</i>	<i>-</i>	<i>0.35</i>
<i>Division Total FTEs</i>	<i>4.00</i>	<i>4.35</i>

* Department FTEs do not include part-time staff.

Department Summary

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Cable Franchise Fees</i>	254,064	247,619	239,585	239,935
<i>Cable Operating Grant</i>	73,349	425,000	74,648	76,290
<i>Subtotal</i>	327,413	672,619	314,233	316,225
<i>General Fund</i>	8,913	-231,169	98,017	236,625
<i>Department Total</i>	336,326	441,450	412,250	552,850

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Communications</i>	336,326	441,450	412,250	552,850
<i>Division Total</i>	336,326	441,450	412,250	552,850

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	166,833	230,900	191,500	230,000
<i>Fringe Benefits</i>	38,612	39,900	51,200	72,500
<i>Overtime</i>	1,217	1,000	2,000	3,500
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	206,662	271,800	244,700	306,000
<i>Supplies</i>	1,865	44,250	36,750	49,500
<i>Services and Charges</i>	126,193	117,100	126,300	188,600
<i>Miscellaneous</i>	1,606	8,300	4,500	8,750
<i>Division Total</i>	336,326	441,450	412,250	552,850

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$29,200 lower than budget.*

FY15 Budget Highlights:

- *Departmental expenditures are proposed to be \$111,400 higher — an increase of 25.2 percent — compared to budgeted expenditures for FY14.*
- *Departmental FTEs increase 0.35, reflecting part-time website assistance.*
- *Approximately 55 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$34,200 compared to budgeted expenditures for FY15 and are due to an increase in fringe benefit.*
- *Services and charges account for about 34 percent of departmental expenditures, including \$75,000 for the Takoma Park Newsletter, and \$35,000 for new contractual website improvements.*

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Department Summary

Department Overview:

The Takoma Park Library enhances the quality of life in Takoma Park by responding to and inspiring the literary, educational, and informational needs of a diverse community. The Library provides and promotes 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.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Library</i>	<i>7.88</i>	<i>8.88</i>	<i>9.52</i>
<i>Computer Learning Center</i>	<i>1.12</i>	<i>1.28</i>	<i>1.38</i>
<i>Department Total FTEs</i>	<i>9.00</i>	<i>10.16</i>	<i>10.90</i>

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Library Aid from County</i>	<i>127,618</i>	<i>108,810</i>	<i>133,959</i>	<i>132,819</i>
<i>Library Fines and Fees</i>	<i>34,405</i>	<i>40,000</i>	<i>33,400</i>	<i>34,000</i>
<i>Subtotal</i>	<i>162,023</i>	<i>148,810</i>	<i>167,359</i>	<i>166,819</i>
<i>General Fund</i>	<i>842,938</i>	<i>1,012,021</i>	<i>973,416</i>	<i>1,012,265</i>
<i>Department Total</i>	<i>1,004,961</i>	<i>1,160,831</i>	<i>1,140,775</i>	<i>1,179,084</i>

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	615,827	697,870	684,000	721,000
<i>Fringe Benefits</i>	220,694	263,262	263,200	272,500
<i>Overtime</i>	621	1,200	1,200	1,200
<i>Employee Recognition</i>	800	250	250	550
<i>Personnel Subtotal</i>	837,942	962,582	948,650	995,250
<i>Supplies</i>	136,062	146,661	144,376	139,960
<i>Services and Charges</i>	22,946	40,088	37,249	33,374
<i>Miscellaneous</i>	8,011	11,500	10,500	10,500
<i>Department Total</i>	1,004,961	1,160,831	1,140,775	1,179,084

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Library</i>	931,181	1,069,933	1,060,962	1,085,329
<i>Computer Learning Center</i>	73,780	90,898	79,813	93,755
<i>Department Total</i>	1,004,961	1,160,831	1,140,775	1,179,084

Department Summary

Adopted to Estimated Actual FY14:

- *Departmental expenditures are expected to be \$20,056 lower than budget.*
- *The variance is attributable to lower than anticipated costs in personnel and supplies.*

FY15 Budget Highlights:

- *Departmental expenditures are \$18,253 higher – an increase of 1.6 percent – compared to budgeted expenditures for FY14.*
- *Departmental FTEs increase by 0.74.*
- *Approximately 84 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$32,668 compared to budgeted expenditures for FY14.*
- *Approximately 12 percent of departmental expenditures are supplies. This category includes the cost of digital and print books, periodicals, reference resources, and media; 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

Division Purpose:

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

Management Objectives:

- *Continue Sunday operating hours and Sunday public programs.*
- *Plan for additional and/or renovated Library space.*
- *Procure and establish a new integrated library system (ILS).*
- *Tap into the STEM/STEAM (Science, Technology, Engineering, Art, Mathematics) movement by offering programs that incorporate simple science and math activities, including programs using LEGOS.*
- *Respond to community interest in a book club for kids ages 8-12 by reinstating the Junior Banned Books Club.*
- *Further incentivize kids' and family reading by offering Winter Quest during the winter break, and a modified version of Summer Quest for parents and pre-readers.*
- *Engage parents through a workshop on recommended 'apps' for kids.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY13	FY14	FY15
Circulation of materials	114,070	120,504	120,000
Circulation per capita	6.53	6.90	6.87
In-library use of materials	53,040	50,388	50,000
Use per capita	3.03	2.88	2.88
Program attendance	15,130	14,636	14,600

Library Division

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	7.50	8.50	7.50
<i>FTEs without benefits</i>	0.38	0.38	2.02
<i>Division Total</i>	7.88	8.88	9.52

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Library Director</i>	1.00	1.00
<i>Library Manager</i>	3.00	3.00
<i>Librarian</i>	0.50	0.50
<i>Library Assistant</i>	4.00	4.00
<i>Library Shelver</i>	0.38	0.38
<i>Part-time Assistant</i>	-	0.64
<i>Division Total FTEs</i>	8.88	9.52

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Library</i>	931,181	1,069,933	1,060,962	1,085,329
<i>Division Total</i>	931,181	1,069,933	1,060,962	1,085,329

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	561,911	634,451	624,000	655,000
<i>Fringe Benefits</i>	206,541	244,295	251,000	254,000
<i>Overtime</i>	427	800	800	800
<i>Employee Recognition</i>	650	200	200	550
<i>Personnel Subtotal</i>	769,529	879,746	876,000	910,350
<i>Supplies</i>	132,196	141,455	139,369	133,261
<i>Services and Charges</i>	21,685	38,232	36,093	32,218
<i>Miscellaneous</i>	7,771	10,500	9,500	9,500
<i>Division Total</i>	931,181	1,069,933	1,060,962	1,085,329

Library Division

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$8,971 less than budget.*
- *The variance is primarily attributable to less than anticipated expenditures for personnel costs, supplies, phone, and postage.*

FY15 Budget Highlights:

- *Division expenditures are \$15,396 higher – an increase of 1.4 percent – compared to budgeted expenditures for FY14.*
- *The variance is primarily attributable to increases in personnel costs.*
- *Division FTEs increase 0.64 as substitute library staff are now included in the FTE count.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Other major division expenditures include supplies and services, consisting of digital print, 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 \$174,979, or about 16 percent, of division expenditures.*



Computer Learning Center

Division Purpose:

Manage and operate two computer rooms, with 20 public access workstations which are available seven days a week. Offer Internet, word processing, spreadsheets, and more to users of all ages. Maintain four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Management Objectives:

- *Continue Sunday operating hours in the Computer Center.*
- *Provide support for those exploring free, online courses (EdX, Corsera, etc) through regular community discussion sessions, and provision of associated digital resources.*
- *Provide workshops on the use of wireless phones and tablets, and digital resources offered by the Library.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY13	FY14	FY15
Number of Internet sessions (log-ons)	23,044	25,320	23,000
Hours Used	14,969	17,756	17,000

Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	0.75	0.75	0.75
<i>FTEs without benefits</i>	0.37	0.53	0.63
<i>Division Total</i>	<i>1.12</i>	<i>1.28</i>	<i>1.38</i>

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Library Instructor</i>	1.28	1.38
<i>Division Total FTEs</i>	<i>1.28</i>	<i>1.38</i>

<i>Division Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Computer Learning Center</i>	73,780	90,898	79,813	93,755
<i>Division Total</i>	<i>73,780</i>	<i>90,898</i>	<i>79,813</i>	<i>93,755</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	53,916	63,419	60,000	66,000
<i>Fringe Benefits</i>	14,153	18,967	12,200	18,500
<i>Overtime</i>	194	400	400	400
<i>Employee Recognition</i>	150	50	50	-
<i>Personnel Subtotal</i>	<i>68,413</i>	<i>82,836</i>	<i>72,650</i>	<i>84,900</i>
<i>Supplies</i>	3,866	5,206	5,007	6,699
<i>Services and Charges</i>	1,261	1,856	1,156	1,156
<i>Miscellaneous</i>	240	1,000	1,000	1,000
<i>Division Total</i>	<i>73,780</i>	<i>90,898</i>	<i>79,813</i>	<i>93,755</i>

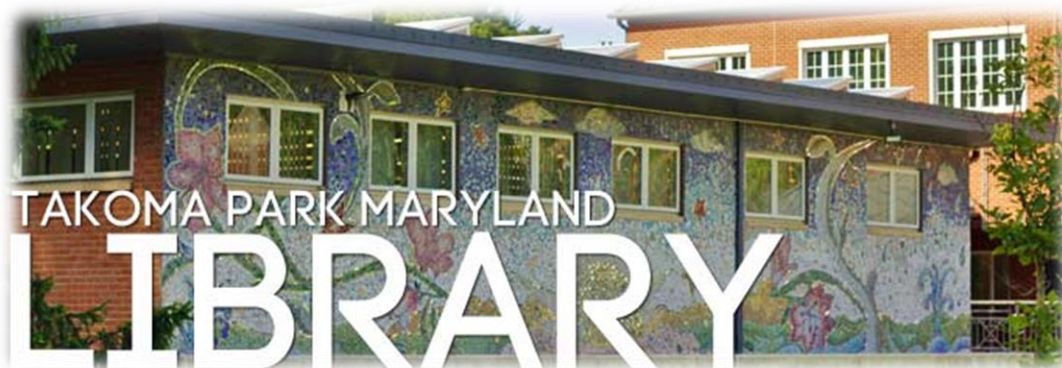
Computer Learning Center

Adopted to Estimated Actual FY14:

- *Division expenditures are expected to be \$11,085 less than budget.*
- *The variance is primarily attributable to lower than anticipated costs for personnel and telephone.*

FY15 Budget Highlights:

- *Division expenditures are \$2,857 higher — an increase of 3.1 percent — compared to budgeted expenditures for FY14.*
- *The variance is mainly attributable to increases in personnel costs and supplies.*
- *Division FTEs increase 0.1.*
- *Approximately 91 percent of division expenditures are personnel related.*





THE CITY OF TAKOMA PARK

IN THIS SECTION:

- Non-Departmental Summary 174

Non-Departmental



Non-Departmental

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.

Supplemental Information:

Measurement	Actual FY13	Estimated FY14	Estimated FY15
Number of auto liability insurance claims	12	13	13
Number of general liability insurance claims	-	1	1
Number of police liability insurance claims	-	-	1
Number of public official insurance claims	-	-	-
Number of property insurance claims	6	1	1
Number of worker's compensation insurance claims	30	20	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	151	165	165

Non-Departmental

<i>Source of Funds</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>General Fund</i>	875,876	1,197,002	1,123,149	1,307,480
<i>Division Total</i>	875,876	1,197,002	1,123,149	1,307,480

<i>Division Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Employee Recognition</i>	13,219	18,000	19,000	17,600
<i>Other Fringe Benefits</i>	48,839	57,869	52,800	45,565
<i>Workers' Compensation Insurance</i>	394,066	563,836	563,836	610,300
<i>Personnel Subtotal</i>	456,124	639,705	635,636	673,465
<i>Supplies</i>	4,333	-	-	-
<i>Services and Charges</i>	98,096	98,270	105,898	105,000
<i>Miscellaneous</i>	317,323	459,027	381,615	529,015
<i>Division Total</i>	875,876	1,197,002	1,123,149	1,307,480

Non-Departmental

Adopted to Estimated Actual FY14:

- *Expenditures are expected to be \$73,853 lower than budget.*
- *The variance is attributable to unexpended general contingency funds. Staff training costs will also be less than anticipated.*

FY15 Budget Highlights:

- *Expenditures are \$110,478 higher — an increase of 9.2 percent — compared to budgeted expenditures for FY14. The variance is attributable to increased funding for City grants (\$6,886), the increase in workers' compensation (\$46,464), staff training (\$19,500), and insurance premiums (\$16,000).*
- *Approximately 52 percent of division expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.*
- *Services and charges account for about eight percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$105,000).*
- *Approximately 40 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$166,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$107,865) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$13,500), the City's tuition reimbursement program (\$25,000), and supplemental emergency assistance services (\$30,000) provided through the City's contractual arrangements.*
- *Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY15 include the Takoma Park Independence Day Committee (\$15,000), and the Takoma Folk Festival (\$10,000). External entities will also benefit from the Community Grant Program (\$149,000).*



IN THIS SECTION:

Capital Improvement Program

• Equipment	178
• Street and Sidewalks	180
• Parks	180
• Facilities	181
• Stormwater Management	182

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

EQUIPMENT		FY15	FY16	FY17	FY18	FY19
Police - Vehicles						
Police Cars	ERR	\$ 175,752	\$ 271,599	\$ 279,750	\$ 236,804	\$ 285,750
Police - Equipment						
Field Radio Equipment	SCF	\$ 44,200	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mobile Computers	SCF	\$ 18,358	\$ 18,912	\$ 14,800	\$ 14,900	\$ 15,000
Speed Trailer	ERR					\$ 8,344
Voice Recorder System	SCF	\$ 24,345				
Forensic Imager & Camera	SCF			\$ 22,700		
Police Van (#214)	ERR		\$ 21,029			
Public Works - Vehicle						
Recycling Truck (#261)	ERR					\$ 249,663
Trash Truck (#222)	ERR					\$ 247,582
Dump Truck (#224 & #225)	ERR			\$ 133,703		
Dump Truck (#215 & #216)	ERR		\$ 206,328			
Dump Truck (#259)	ERR					\$ 79,197
Dump Truck (#245)	ERR				\$ 70,987	
Public Works - Equipment						
Leaf Collection Vacuums	ERR		\$ 19,487	\$ 20,562	\$ 20,831	
Crackfilling Machine	ERR	\$ 42,000				
Vehicle Lift 2	ERR				\$ 11,000	
Leaf Box (1 of 7)	ERR	\$ 5,040		\$ 5,376	\$ 5,376	\$ 5,376
Steam Cleaner	ERR		\$ 15,000			
Equipment Maintenance Tool Boxes Resupply	ERR	\$ 7,000				
Mechanic Tool Box 1 & 2	ERR				\$ 13,439	\$ 13,432
Genisys Master Diagnostic	ERR		\$ 6,048			
Fuel Dispensing Software	ERR			\$ 20,915		
Replace Riding Mower	ERR			\$ 8,859		
Miller Mig Welder	ERR				\$ 9,211	
Salt Dome Cover	ERR					\$ 35,245
Hot Box	GF	\$ 27,100				

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

Recreation - Vehicle		FY15	FY16	FY17	FY18	FY19
Recreation Bus Large(#242)	ERR				\$ 75,000	
Recreation - Equipment						
Signature Series Cable Motion Machine	GF			\$ 6,000		
Elliptical Fitness Machine	ERR			\$ 5,800		
Treadmill (Two)	ERR					\$ 12,752
Rec Programming Software	ERR					\$ 51,069
Basketball Arcade Game - Game Room	ERR			\$ 7,000		
Administration/Communications (City TV)						
City TV Control Room Equipment	SRF		\$ 15,000			
City TV Digital Payout (Server Room)	SRF			\$ 7,000		
Digital Signage System	SRF	\$ 6,500			\$ 6,500	
Auditorium Camera System	SRF			\$ 120,000		
Auditorium Projection System	SRF			\$ 28,200		
Auditorium Sound & P.A. System	SRF		\$ 15,000			
Auditorium Touch Panel System	SRF		\$ 26,600			
Videography Small Camera Packages	SRF				\$ 10,000	
Editing And Computer Media Lab	SRF	\$ 24,000				
CableTV 13 Network Switching & Routing Equipment	SRF	\$ 15,500				
CableTV 13 Editing & Playback Servers	SRF	\$ 29,500				
Departmental - Vehicles						
Admin Pool Car (#243)	ERR					\$ 31,253
Information Technology						
Closed Circuit TV & Video Surveillance	ERR			\$ 39,000		
Document Imaging Management System	GF	\$ 40,000	\$ 26,000			
Millennium Door Security & ID Software	ERR			\$ 30,000		
Government Services Financial Software	ERR	\$ 200,000				
Servers A & B	ERR			\$ 63,548		

Capital Outlay

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

Information Technology		FY15	FY16	FY17	FY18	FY19
Police & PW Plotter	ERR				\$ 28,222	
Data Center Design and Build	SRF	\$ 75,000				
SUBTOTAL - EQUIPMENT		\$ 734,295	\$ 666,003	\$ 838,213	\$ 527,270	\$ 1,059,663

STREETS AND SIDEWALKS		FY15	FY16	FY17	FY18	FY19
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Holton Lane Gateways	GF	\$ 30,000				
Neighborhood Commercial Center Improvements	GF	\$ 100,000	\$ 150,000		\$ 150,000	
Flower Avenue Green Street Project - City Match for TAP	GF		\$ 206,445			
Flower Avenue Green Street Project - SHA	GF	\$ 250,000	\$ 278,000			
Flower Avenue Green Street Project - TAP	SRF		\$ 1,040,330			
Flower Avenue Green Street Project - CDBG	SRF	\$ 106,250				
ADA Sidewalk Retrofit Project	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 25,000	\$ 25,000	\$ 30,000	\$ 35,000	\$ 40,000
Ethan Allen Gateway Streetscape	GF	\$ 23,500	\$ 490,000	\$ 260,000		
Ethan Allen Gateway Streetscape	SRF	\$ 230,300	\$ 760,600	\$ 330,220		
Takoma Junction Improvements	GF		\$ 250,000	\$ 450,000		
Takoma Junction Improvements	SRF			\$ 300,000		
ROW Trail Development	GF		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
SUBTOTAL -STREETS		\$ 2,185,050	\$ 4,745,375	\$ 2,915,220	\$ 1,730,000	\$ 1,085,000

PARKS		FY15	FY16	FY17	FY18	FY19
Colby Park Playground	GF Transfer					
	SRF	\$ 37,500				
Colby Park Playground	SRF	\$ 112,500				
Sligo Mill Overlook Park Design & Construction	GF Transfer					
	SRF	\$ 37,500				
Sligo Mill Overlook Park Design & Construction	SRF	\$ 112,500				

Capital Outlay

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

PARKS		FY15	FY16	FY17	FY18	FY19
Dog Park Design & Initial Sitework	GF Transfer SRF	\$ 17,500	\$ 37,500			
Dog Park Construction	SRF	\$ 52,500	\$ 112,500			
Heffner Park Architectural Services for Facility Redesign	GF			\$ 42,000		
SUBTOTAL - PARKS		\$ 370,000	\$ 150,000	\$ 42,000	\$ -	\$ -

FACILITIES		FY15	FY16	FY17	FY18	FY19
Community Center						
Rear Elevator Upgrade	ERR					\$ 216,733
Air Handler #2 (Police Level)	ERR	\$ 18,152				
Fan Coil Units (6) - Recreation Office	ERR	\$ 25,000				
Replacement of HVAC Controls - Community Center	ERR		\$ 108,367			
Replacement of Emergency Generator - MB rear	ERR	\$ 43,347				
Replacement of Overhead Doors Mechanic Shop & ROW	ERR			\$ 31,407		
Police Space Renovations/ Atrium	FMR	\$ 85,000	\$ 500,000			
Roof Top Unit #3 (Dance Room)	ERR	\$ 12,000				
Facility Maintenance Improvements	FMR	\$ 56,000				
Library						
Integrated Library System (ILS)	ERR	\$ 50,000				
Library Useful Software/Hardware	ERR	\$ 30,000			\$ 41,729	
Air Handling Unit	ERR	\$ 10,000				
Library Design	FMR	\$ 50,000				
Library Construction	GF			\$ 500,000		

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

Public Works		FY15	FY16	FY17	FY18	FY19
Precast Concrete Walls for Mulch Area	GF	\$ 28,000				
Phase 2 Facility Design	GF			\$ 90,000		
SUBTOTAL-FACILITIES		\$ 407,499	\$ 608,367	\$ 621,407	\$ 41,729	\$ 216,733

STORMWATER MANAGEMENT		FY15	FY16	FY17	FY18	FY19
Flower Ave Green Street Bio-Retention	SW	\$ 56,250				
Flower Ave Green Street Bio-Retention-Grant	SW	\$ 168,750				
Bio Retention at 6504 4th Avenue	SW	\$ 25,000				
Pipe Realignment at 2nd and Allegheny	SW	\$ 45,000				
Larch Ave and Glaisewood Bio-Retention	SW	\$ 45,000				
Public Works Driveway Filtration	SW	\$ 10,000				
13th Avenue - Hillwood Manor	SW		\$ 50,000			
Com center Parking Lot Permeable Pavement	SW		\$ 25,000			
4th and Orchard - VFW lot - Infiltration Swale	SW		\$ 40,000			
SW Corner of Grant & Holly Bio-Retention	SW		\$ 17,000			
Sligo Mill Trash Interceptor	SW			\$ 150,000		
Jackson and Glenside	SW				\$ 30,000	
Glenside and Anne St	SW				\$ 17,000	
Franklin Apt Bio-Swale	SW				\$ 65,000	
Parkview Towers Bio-Swale	SW				\$ 60,000	
Sligo Mill Concrete Debris Removal	SW					\$ 250,000
SUBTOTAL - STORMWATER MANAGEMENT		\$ 350,000	\$ 132,000	\$ 150,000	\$ 172,000	\$ 250,000

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 - 2019

		FY15	FY16	FY17	FY18	FY19
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 618,291	\$ 647,858	\$ 645,920	\$ 512,599	\$ 1,236,396
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 191,000	\$ 500,000	\$ -	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 1,943,600	\$ 2,970,445	\$ 2,923,000	\$ 1,730,000	\$ 1,085,000
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transf er SRF	\$ 92,500	\$ 37,500	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 86,903	\$ 43,912	\$ 62,500	\$ 39,900	\$ 40,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 764,550	\$ 1,970,030	\$ 785,420	\$ 16,500	\$ -
CIP Total Stormwater Fund	SW	\$ 350,000	\$ 132,000	\$ 150,000	\$ 172,000	\$ 250,000
CIP GRAND TOTAL		\$ 4,046,844	\$ 6,301,745	\$4,566,840	\$2,470,999	\$ 2,611,396

Legend

GF – General Fund

ERR – Equipment Replacement Reserve

FMR – Facility Maintenance Reserve

SRF – Special Revenue Fund

SCF – Speed Camera Fund

SW – Stormwater Fund

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IN THIS SECTION:

- Debt Service Summary 186

Debt Service

Overview:

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 Bond:

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, 2014 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	\$ 123,000	\$ 71,269	\$ 194,269
2016	127,500	66,103	193,603
2017	133,000	60,747	193,747
2018	138,000	55,162	193,162
2019	143,500	49,366	192,866
2020 – 2025	<u>996,500</u>	<u>158,720</u>	<u>1,155,220</u>
Total	<u>\$ 1,661,500</u>	<u>\$ 461,367</u>	<u>\$ 2,122,867</u>

Debt Service

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, 2014 are as follows:

Fiscal Years	Principal	Interest	Total
2015	\$ 150,000	\$ 28,363	\$ 178,363
2016	155,000	23,909	178,909
2017	155,000	19,305	174,305
2018	160,000	14,702	174,702
2019	165,000	9,950	174,950
2020	<u>170,000</u>	<u>5,049</u>	<u>175,049</u>
Total	<u>\$ 955,000</u>	<u>\$ 101,278</u>	<u>\$ 1,056,278</u>

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

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IN THIS SECTION:

- Fund Summary

190



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 FY15, the rate is proposed to remain \$55.

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 FY13	Estimated FY14	Projected FY15
Number of stormwater permits issued	2	2	3
Number of stormwater concept plans reviewed	4	3	4
Number of waivers granted	-	-	-
Linear feet of line inspected and cleaned	19,622	10,000	12,000
Number of inlets cleaned	6,406	3,000	4,000
Number of emergency cleaning calls	2	1	2
Number of repaired inlets	5	4	4
Number of pavement or grade corrections for drainage	4	4	4
Linear feet of pipe replaced	88	40	50
Number of new inlets constructed	4	4	4
Linear feet of new pipe	450	200	150
Square feet of infiltration trenches constructed	2,969	2,000	2,000

Stormwater Management Fund

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>
<i>FTEs without benefits</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Fund Total</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>City Engineer</i>	<i>0.50</i>	<i>0.50</i>
<i>Special Projects Coord.</i>	<i>0.40</i>	<i>0.40</i>
<i>Administrative Assistant</i>	<i>0.25</i>	<i>-</i>
<i>Construction Manager</i>	<i>-</i>	<i>0.25</i>
<i>Fund Total FTEs</i>	<i>1.15</i>	<i>1.15</i>

<i>Fund Revenues</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Stormwater Management</i>	<i>510,571</i>	<i>452,000</i>	<i>440,500</i>	<i>591,150</i>
<i>Fund Total</i>	<i>510,571</i>	<i>452,000</i>	<i>440,500</i>	<i>591,150</i>

<i>Fund Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Stormwater Management</i>	<i>522,659</i>	<i>461,633</i>	<i>444,031</i>	<i>718,700</i>
<i>Fund Total</i>	<i>522,659</i>	<i>461,633</i>	<i>444,031</i>	<i>718,700</i>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	<i>69,824</i>	<i>85,800</i>	<i>67,500</i>	<i>96,500</i>
<i>Fringe Benefits</i>	<i>19,286</i>	<i>30,200</i>	<i>27,000</i>	<i>32,500</i>
<i>Overtime</i>	<i>589</i>	<i>-</i>	<i>150</i>	<i>-</i>
<i>Workers Compensation</i>	<i>2,130</i>	<i>2,000</i>	<i>2,000</i>	<i>3,700</i>
<i>Personnel Subtotal</i>	<i>91,829</i>	<i>118,000</i>	<i>96,650</i>	<i>132,700</i>
<i>Supplies</i>	<i>112,427</i>	<i>128,000</i>	<i>129,746</i>	<i>139,000</i>
<i>Services and Charges</i>	<i>78,635</i>	<i>77,900</i>	<i>79,900</i>	<i>97,000</i>
<i>Capital Outlay</i>	<i>239,768</i>	<i>137,733</i>	<i>137,735</i>	<i>350,000</i>
<i>Fund Total</i>	<i>522,659</i>	<i>461,633</i>	<i>444,031</i>	<i>718,700</i>

Stormwater Management Fund

Stormwater Management Fund

Adopted to Estimated Actual FY14:

- *Expenditures are expected to be \$17,602 lower than budgeted.*

FY15 Budget Highlights:

- *Fund expenditures are \$257,067 higher — an increase of 55.7 percent — compared to budgeted expenditures for FY14.*
- *The budgetary increase is attributable to higher capital outlay, supply costs, and contract costs.*
- *Fund FTEs remain unchanged.*
- *Approximately 18 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 a Construction Manager.*
- *Supplies represent about 19 percent of fund expenditures.*
- *Services and charges represent about 13 percent of fund expenditures.*
- *Capital outlay expenditures total \$350,000, or about 49 percent of fund expenditures. The increase in capital expenditures of \$212,000 is due to the stormwater component of the Flower Avenue Green Street Project for which the city will receive \$168,750 in grant funds from the National Fish and Wildlife Federation.*



IN THIS SECTION:

- Project Descriptions

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Project Descriptions

General Government

Cable Equipment Grants **\$158,300**

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 2015, most of the funds will be expended to design and build a data center.

Bank Charges for Special Revenue Funds **\$350**

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

Housing and Community Development

Single Family Program / ReBuilding Together **\$18,250**

Project provides for the abatement of exterior code violations for income-qualified homeowners using supervised volunteers and construction specialists organized by the subrecipient, ReBuilding Together Montgomery County. 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 (PY39).

Crossroads Community Food Network **\$7,769**

Culturally and linguistically appropriate job training focusing on food production and linkage of micro-entrepreneurs with existing resources and local food mentors. 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 (PY39 and PY40).

MHP Homework Club **\$649**

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 Develop-

Project Descriptions

-ment's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY39).

YMCA Youth Group Therapy

\$8,061

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 (PY39 and PY40).

Safe Routes to School

\$134,079

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 and F).

TKPK 5K Challenge

\$37,800

Organization, promotion and execution of annual 5K Challenge. Event includes a 5K race/walk, 1 mile race and a ¼ mile youth run. Funding provided by registration fees, sponsorships and other donations. Proceeds to be used to promote programs that focus on walking for health and bike/pedestrian safety.

African Immigrant & Refugee Foundation

\$5,000

Homework assistance individualized mentoring and tutoring program with interpretation and translation assistance for 20 students residing in the Essex House Apartments (7777 Maple Avenue). 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 (PY40).

Project Descriptions

Public Works

Park Projects

\$370,000

Projects include the design and construction costs for playgrounds that will be constructed at Colby Park and Sligo Mill Overlook Park and the design and construction of a dog park. Partial funding (\$277,500) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. The City will provide matching funds of \$92,500.

Maryland Bikeways Grant

\$100,000

City-wide bikeways improvements such as shared-lane markings "sharrows" on Carroll Avenue (MD-195) and Takoma Avenue, bike lane construction as part of the Ethan Allen Gateway Streetscape project, and decorative custom bike racks at City buildings. Funding provided by the MD Department of Transportation.

TAP - Ethan Allen Gateway Streetscape

\$230,300

Construction of the City's Ethan Allen Gateway Streetscape project, which will transform the eastern approach into Takoma along East-West Highway (MD-410) into a pedestrian and bicycle friendly commercial intersection with new streetlights, street furniture, sidewalks, bike lanes, and stormwater management facilities. Funding provided by the federal Highway Administration's Transportation Alternative Program (TAP), administered by the Maryland State Highway Administration.

CDBG – Flower Avenue Green Street

\$106,250

Installation of street lights with energy efficient LED luminaires and associated poles and fixtures along Flower Avenue. The project is to be completed in partnership with PEPCO. 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 (PY40).

Project Descriptions

Police

Homeland Security Grant – FFY 2013 SHSGP

\$2,448

FFY 2013 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 trauma kits for officers to use, to treat, and stop profuse bleeding and penetrating wounds. The kits will contain tape, gauze, bandages, clotting agents, and other medical supplies.

Equitable Sharing Program Funds

\$10,000

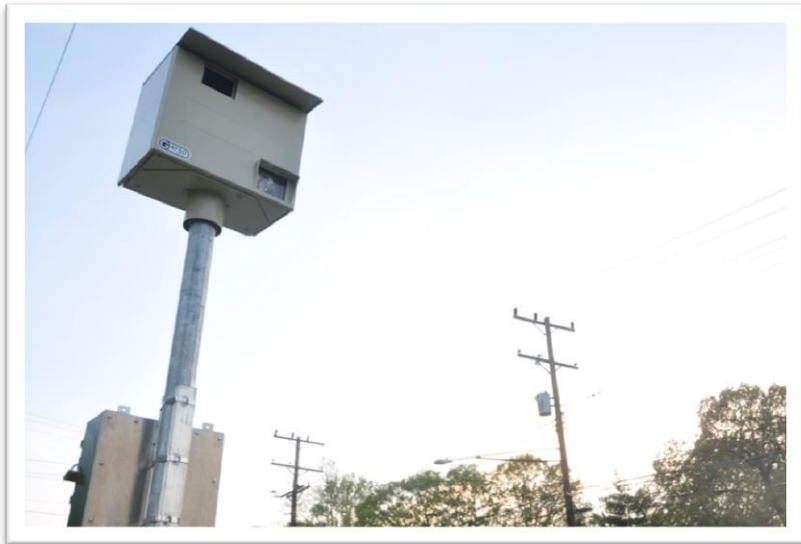
Equitable sharing funds from the U. S. Department of Justice Asset Forfeiture Program are distributed by the U.S Marshals Office. These funds are from money seized during investigations and returned to the local jurisdiction for law enforcement purposes. The Police Department has indicated that it intends to spend the funds on several projects including protective equipment for officers, technology items for detectives such as tablet computers, mobile finger print scanners and other surveillance equipment.

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IN THIS SECTION:

- Fund Summary 200



Speed Camera Fund

Fund Overview:

The Speed Camera Fund was established in fiscal year 2009 to account for financial transactions related to the City's 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.

Fund Summary:

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>FTEs with benefits</i>	6.26	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	6.26	3.00	3.00

<i>Position Title</i>	<i>Adopted FY14</i>	<i>Adopted FY15</i>
<i>Police Sergeant</i>	1.00	1.00
<i>Police Officer</i>	1.00	1.00
<i>Photo Enforcement Analyst</i>	1.00	1.00
<i>Fund Total FTEs</i>	3.00	3.00

Speed Camera Fund

<i>Fund Revenues</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Speed Camera Fund</i>	<i>1,458,081</i>	<i>1,801,600</i>	<i>1,812,800</i>	<i>1,812,800</i>
<i>Fund Total</i>	<i>1,458,081</i>	<i>1,801,600</i>	<i>1,812,800</i>	<i>1,812,800</i>

<i>Fund Expenditures</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Speed Camera Fund</i>	<i>2,359,614</i>	<i>1,757,754</i>	<i>1,683,955</i>	<i>1,356,083</i>
<i>Fund Total</i>	<i>2,359,614</i>	<i>1,757,754</i>	<i>1,683,955</i>	<i>1,356,083</i>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY13</i>	<i>Adopted FY14</i>	<i>Estimated FY14</i>	<i>Adopted FY15</i>
<i>Wages</i>	<i>295,387</i>	<i>188,100</i>	<i>186,000</i>	<i>202,000</i>
<i>Fringe Benefits</i>	<i>133,767</i>	<i>116,981</i>	<i>125,000</i>	<i>130,000</i>
<i>Workers Compensation</i>	<i>25,276</i>	<i>19,000</i>	<i>19,000</i>	<i>26,000</i>
<i>Overtime</i>	<i>44,950</i>	<i>20,000</i>	<i>22,000</i>	<i>20,000</i>
<i>Clothing Allowance</i>	<i>5,210</i>	<i>7,200</i>	<i>3,480</i>	<i>3,480</i>
<i>Employee Recognition</i>	<i>700</i>	<i>150</i>	<i>150</i>	<i>-</i>
<i>Personnel Subtotal</i>	<i>505,290</i>	<i>351,431</i>	<i>355,630</i>	<i>381,480</i>
<i>Supplies</i>	<i>-</i>	<i>-</i>	<i>125</i>	<i>-</i>
<i>Services and Charges</i>	<i>647,759</i>	<i>794,700</i>	<i>773,700</i>	<i>837,700</i>
<i>Miscellaneous</i>	<i>146,391</i>	<i>96,623</i>	<i>50,000</i>	<i>50,000</i>
<i>Capital Outlay</i>	<i>1,060,174</i>	<i>515,000</i>	<i>504,500</i>	<i>86,903</i>
<i>Fund Total</i>	<i>2,359,614</i>	<i>1,757,754</i>	<i>1,683,955</i>	<i>1,356,083</i>

Speed Camera Fund

Adopted to Estimated Actual FY14:

- *Fund expenditures are expected to be \$73,799 lower than projected.*
- *This variance is attributable to non-personnel costs being less than anticipated due to lower ticket processing costs and the decision not to purchase radio consoles (\$45,000) for the Communications office.*

FY15 Budget Highlights:

- *Fund expenditures are \$401,671 lower — a decrease of 22.9 percent — compared to budgeted expenditures for FY14.*
- *The variance is attributable to a decrease in capital outlay. During the prior fiscal year, the Police Department purchased field equipment radios costing \$315,000. The prior year costs also included costs related to the Ethan Allen Gateway Streetscape project (\$190,000).*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 28 percent of fund expenditures.*
- *Services and charges represent about 62 percent of fund expenditures. This category includes the cost of the City's contract with Xerox State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Miscellaneous costs represent about four percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile video cameras, license plate scanners, and night vision/thermal optics equipment.*
- *Capital Outlay expenditures are budgeted at \$86,903 and represent six percent of fund expenditures. The funding is earmarked for field radio equipment, mobile computers, and a voice recorder system.*



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- Assessed Value of Real Property 208
- Ordinances 209



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.

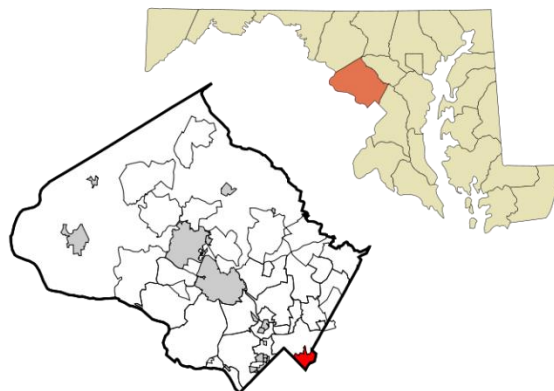
The City of Takoma Park was incorporated in 1890. It currently has a population of 16,715 (2010 U.S. Census).

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) 2007-2011, the median value of an owner-occupied housing unit was \$473,300. Owner-occupied housing units comprise 52.4% of all housing units; renter-occupied units comprise 47.6%.

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.



Community Profile

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

	1990 Census	2000 Census	2010 Data
<i>Total population</i>	16,700	17,299	16,715
<i>Population under 5 years</i>	1,320	1,237	1,254
<i>Population 18 years and over</i>	13,179	13,224	12,966
<i>Population 65 years and over</i>	1,773	1,529	1,668
<i>Total households</i>	6,822	6,893	6,569
<i>Per capita income</i>	17,942	26,437	40,070*
<i>Median household income</i>	37,144	48,490	69,474*
<i>High school graduate or higher</i>	10,041	9,933	10,735*
<i>White</i>	9,200	8,440	8,192
<i>Black or African-American</i>	6,013	5,876	5,843
<i>American Indian and Alaska Native</i>	61	76	45
<i>Asian, Native Hawaiian, Pacific Islander</i>	717	760	740
<i>Some Other Race</i>	709	1,287	1,091
<i>Two or More Races</i>	n/a	860	804
<i>Hispanic or Latino (of any race)</i>	1,619	2,494	2,417
<i>Foreign born</i>	3,549	4,917	5,192*
<i>Speak a language other than English at home</i>	3,113	5,034	4,566*

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

<i>Managerial and professional</i>	54.7 percent*
<i>Sales and office occupations</i>	19.3 percent*
<i>Service occupations</i>	16.4 percent*
<i>Construction, extraction, maintenance</i>	4.7 percent*
<i>Production, transportation, material moving</i>	4.9 percent*

* Data is from the American Community Survey, 2007-2011, and has a greater margin of error than Census data.

Source: American Community Survey, 2007-2011
U.S. Census

General Fund Revenues

-Supplemental Information

Real Property Tax

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

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The tax rate for FY15 is \$0.57 per \$100 of assessed valuation. It is higher than the CYT rate of \$0.564 and increases property tax revenues by \$118,150.

Personal Property Tax

The City of Takoma Park's personal property tax rate for FY15 is \$1.55 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses.

Railroad and Public Utilities

Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO. The tax rate for FY15 is \$1.57 per \$100 of assessed value.

Highway User Revenue

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

Income Tax

Maryland counties have the option of imposing a State-collected local surtax that is applied to Maryland State taxable income. Montgomery County's income tax rate is currently 3.2 percent. In accordance with Maryland law, municipalities within the County receive 17 percent of County income tax collected within the municipality.

General Fund Revenues

-Supplemental Information

Police Protection Grant

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

County Police Rebate

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

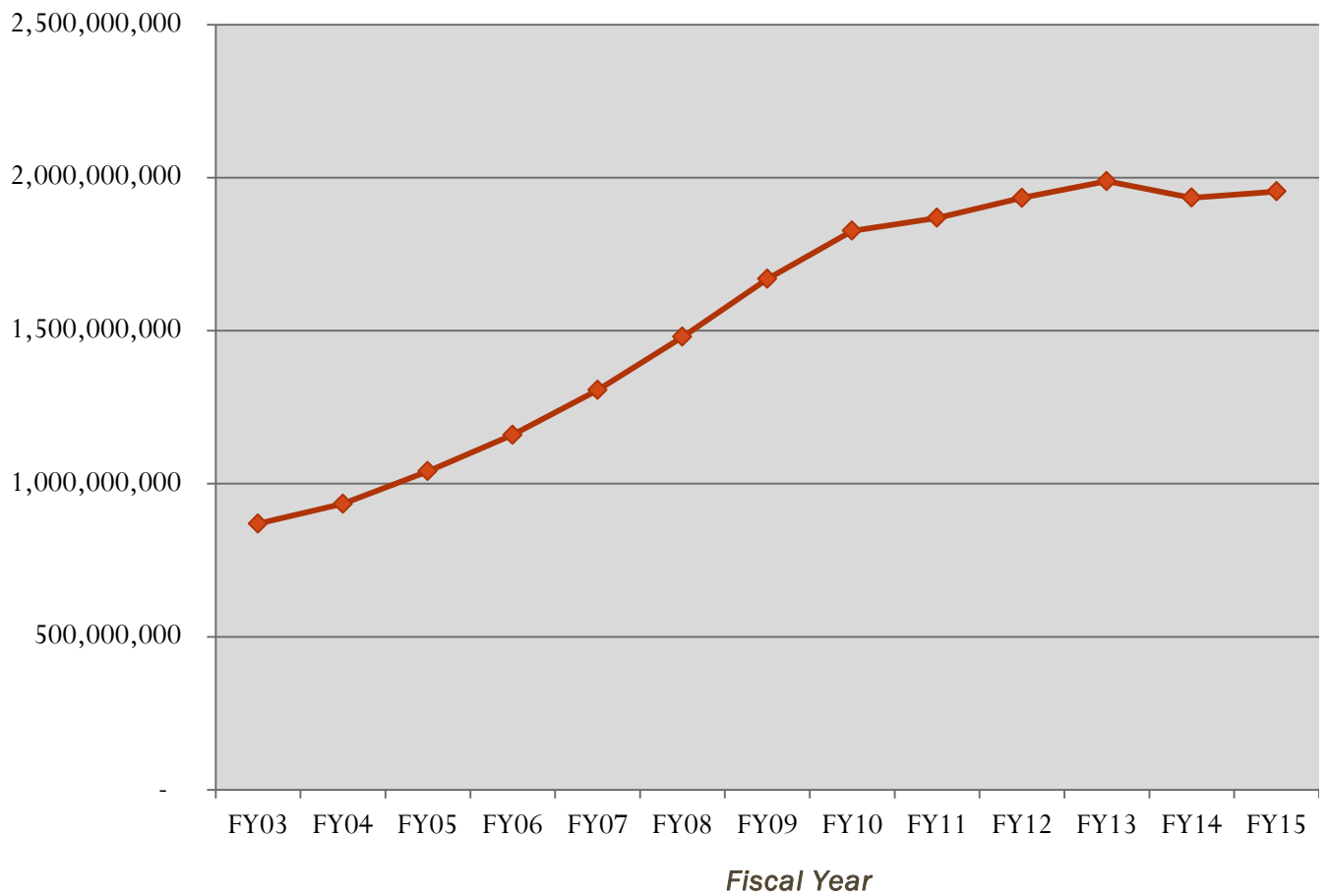
Tax Duplication (or in Lieu of) Payments

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County. Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards.

Library Aid

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

Assessed Value of Real Property



Introduced by: Councilmember Grimes

First Reading: May 12, 2014

Second Reading: May 19, 2014

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2014-29

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2015,
BEGINNING JULY 1, 2014 AND ENDING JUNE 30, 2015**

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 2015 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 7, 2014; 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 28, 2014.

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 2015; 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, 2014 and ending June 30, 2015.

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

Fund	Fiscal Year 2015 Appropriation
General Fund	\$23,428,435
Special Revenue Funds	1,189,256
Speed Camera Fund	1,356,083
GRAND TOTAL	\$25,973,774

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	\$92,850

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

Fund	Fiscal Year 2015 Appropriation
General Fund	\$1,948,275

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$107,865 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2015 through Fiscal Year 2019 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 \$840,000 from the General Fund unreserved fund balance to the Equipment Replacement 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 2015 by Ordinance No. 2014-28.

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, 2014.

Adopted this 19th day of May, 2014 by roll-call vote as follows:

AYES: Williams, Grimes, Male, Stewart, Smith, Schultz

NAYS: None

ABSTAIN: None

ABSENT: Seamens

Introduced by: Councilmember Smith

First Reading: May 12, 2014

Second Reading: May 19, 2014

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2014-28

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT BUDGET FOR
FISCAL YEAR 2015, BEGINNING JULY 1, 2014**

AND ENDING JUNE 30, 2015

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 Section 21-625(b), Local Government Article of the Annotated Code of Maryland authorizes the adoption of a system of charges for stormwater management programs by the City; and,

WHEREAS, Section 1106 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 2015, 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, 2014 and ending June 30, 2015. Said budget provides for an appropriation in the amount of \$718,700 for stormwater management activities.

SECTION 4. Use of fund balance in the amount of \$127,550 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, 2014.

Adopted by roll-call vote this 19th day of May, 2014 as follows:

AYES: Williams, Grimes, Male, Stewart, Smith, Schultz

NAYS: None

ABSENT: Seamens

ABSTAIN: None

Introduced by: Councilmember Grimes

First Reading: May 12, 2014

Second Reading: May 19, 2014

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2014-27

AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2015,

BEGINNING JULY 1, 2014 AND ENDING JUNE 30, 2015

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 2015 will exceed the constant yield tax rate of \$ 0.564, and,

WHEREAS, public budget hearings were held on April 7, 2014 and April 28, 2014.

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, 2014, 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	\$0.57 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, 2014.

Adopted this 19th day of May, 2014, by roll-call vote as follows:

AYES: Williams, Grimes, Stewart, Schultz

NAYS:

NAYS: Male, Smith

ABSTAIN: None

ABSENT: Seamens