

ADOPTED BUDGET

CITY OF TAKOMA PARK, MD



FISCAL YEAR 2016
JULY 1, 2015 – JUNE 30, 2016

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Introduction to the Budget Document



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City of Takoma Park

Office of the City Council
Phone: 301-891-7230
Fax: 301-270-8794



7500 Maple Avenue
Takoma Park, MD 20912
www.takomaparkmd.gov

To the Residents of Takoma Park,

The Takoma Park City Council is pleased to present the adopted Fiscal Year 2016 Budget.

A budget is the tangible expression of the Council's priorities for the future of the City. In this budget, you'll see our commitment to sustainability, healthy police-community relations, and investment in infrastructure and our talented work force.

Preparation of the budget is a joint effort of the Council and the City Manager and her staff. The Council provided direction on priorities through budget retreats in January and in a series of subsequent meetings. We heard from you through public hearings, your emails and in person. We made tough choices through sometimes long Council budget reconciliation sessions. A property tax rate increase was required to bring staff salaries to fair and competitive levels. In the end, we held the increase to 1.5 cents and got to the budget you see here.

We believe that this budget reflects our community's priorities, and we hope that you continue to share your ideas for keeping Takoma Park such a wonderful place to live, work, play and learn.

The Takoma Park City Council:

Mayor Bruce R. Williams

Seth Grimes, Ward 1

Tim Male, Ward 2

Kate Stewart, Ward 3

Terry J. Seamens, Ward 4

Jarrett K. Smith, Ward 5

Frederick L. Schultz, Ward 6

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7500 Maple Avenue
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April 2, 2015

Honorable City Councilmembers and Residents:

With this letter, I submit for your review and consideration the recommended budget for the City of Takoma Park for Fiscal Year 2016 (FY16). The City's annual budget determines the manner in which services are delivered to the community and expresses the strategic priorities of the City Council. The adoption of the budget is one of the most important actions that the City Council takes each year.

I am pleased to be able to transmit a proposed budget that, despite constrained revenues, allows the City to continue to provide excellent services to the people of Takoma Park and also pursues the sustainability and economic development initiatives that will support the health and livability of the City long into the future.

The FY16 budget has been prepared during a time of transition. These budget numbers were assembled while I served as Acting City Manager, and FY16 is a year of transition for the City as a whole. The 2013 assessment of property, on which property tax is based for FY14 through FY16, was done at a low value point, reducing flexibility for budgeting. And, Takoma Park is just stepping into an era of economic growth and a much deeper focus on sustainability.

In order to pay for ongoing expenses with ongoing funds, this budget proposes a two cent tax increase, from 57 cents per \$100 assessed valuation to 59 cents. Even with the tax rate increase, the total property tax revenue for FY16 will be less than that generated in FY13 because of the lower net property assessment on which it is based.

The City of Takoma Park has a strong record of operating on a very tight budget, maintaining infrastructure and minimizing financial risk, yet advancing a progressive approach to providing City services appropriate to the needs and preferences of its residents. This proposed budget continues in this mode. Credit for this approach goes to the Takoma Park City Council, which sets policies and budget priorities, and to the staff, which is committed to safeguarding taxpayer funds and identifying innovative ways to provide services.

This FY16 budget was developed in the same manner as last year's budget, beginning with Council retreats, and followed by department roundtables, meetings with individual Councilmembers, and internal staff meetings.

The City Council budget retreat reaffirmed that the guiding principles for the FY16 budget are:

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

The proposals and decisions reflected in this proposed budget are tied to these four guiding principles to ensure that the funds that we have available are used to advance the priorities of the Takoma Park City Council.

Budget Climate

In 2010, the City of Takoma Park was forced to make significant budget and staff cuts due to the impacts of the recession. Since that time, the economic health of the region has improved, although improvement has been slow due to the impact of federal sequestration. Partly because of sequestration, Montgomery County continued to see a decline in income tax revenue in the past year and the State's budget remains tight.

However, area housing prices and wages are rising, and unemployment is lessening. The strong response to the City's Request for Proposals from developers looking to build on the City's Takoma Junction parking lot, and the growing number of new businesses in Takoma Park, are indicative of greater confidence in the local economy even before a final decision is made on whether or not the Purple Line will be built. Overall, there is cause for cautious optimism about the economic health of Takoma Park in the coming year.

Revenue Projections

The General Fund, the fund that includes most operations of City government, will have FY16 revenue of \$22.4 million, an amount that is 3.7% higher than FY15. The major revenue sources of the General Fund are property tax (51%), intergovernmental payments (26%) and income tax (12%). With the two cent tax rate increase, property tax revenue will be \$324,000 more than in FY15. Income tax revenue is expected to be \$425,000 more than in FY15. Intergovernmental payments remain stagnant, at just under the FY15 amount.

The City will be using grant funds for a number of exciting projects in FY16, including funds to make energy-saving improvements to the homes of households with low or moderate incomes, and funds for major road improvements such as the Flower Avenue Green Street and Ethan Allen Gateway improvements.

Staff Compensation

As mentioned above, the City of Takoma Park laid off employees in 2010 as a result of the recession. At the time, we froze salaries and suspended normal step increases for all staff. Since then, wage increases for staff have been modest each year.

In 2014, the City contracted for a compensation and classification study. As suspected, some employees had salaries that were significantly below the wages paid in nearby municipalities for similar positions (considered the "market wage") and almost all employees were being paid at a level that was somewhat below market. In addition, the City was having difficulty filling vacant positions at the salaries that were being offered.

Last fall, the former City Manager, Human Resources Director and I met with Council to review the recommendations of the study and determine how we could bring staff salaries up to market level. Unfortunately, with ongoing revenue as restricted as it is through FY16, there is not an ability to bring all employees up to market pay in one year. Instead, we developed a three-year approach so that all employees would be paid at a market rate by FY17. In FY15, we increased pay for those whose wages were significantly low so that they would be only somewhat under market. In FY16, we will increase all salaries half-way to the

level we expect market pay will be in FY17. In FY17, we will increase pay to the market rate. The three-year cost of the pay increases is approximately \$2 million.

Having a fair compensation schedule is a commitment of the City Council and the City Manager. For this reason, the focus of the FY16 budget is to move towards competitive salaries for the employees of the City of Takoma Park. Expenditures on other operations and projects of the City are very constrained for FY16, so that the compensation plan can be accommodated.

Service Delivery and Capital Projects

Highlights of the proposed budget by guiding principle include:

Economic Development

- Funds for staff and legal assistance related to economic development initiatives, including legal counsel with development expertise and a place-holder management-level position in the City Manager's office to be defined after discussions with Council
- Continued work on development plans for Takoma Junction
- Improvements at the intersection of Ethan Allen Avenue and New Hampshire Avenue to improve walkability and bike-ability while demonstrating the City's commitment to improvement of the New Hampshire Avenue Corridor
- Funds for the first phase of City boundary survey work that will facilitate commercial redevelopment along the City's boundaries

Environmental Sustainability

- Continued community and City efforts to reduce energy use that, as a side benefit, may help Takoma Park win the Georgetown Energy Prize in 2017
- Conversion of the food waste collection pilot program to a regular part of solid waste collection
- Continued stormwater infrastructure improvements, leading to a cleaner Anacostia Watershed and Chesapeake Bay

Quality of Life

- Completion of the dog park that so many residents have requested
- Detailed design work to renovate and modestly expand the City's beloved library
- Continued investment in sidewalk and facility improvements to allow residents to walk, bike or otherwise traverse our community, including a continuation of our strong commitment to making Takoma Park equally accessible to handicapped residents and visitors
- Arts, cultural, recreational and educational programming that delights and trains residents of all ages and backgrounds, including expansion of the youth employment program and a new Police Explorer program

Fiscal Prudence

- Ongoing expenses to be paid with ongoing funds
- Investment in City staff, through fair wages and benefits, to attract and retain excellent employees
- Investment in infrastructure and facilities over the long term

Summary

The FY16 budget is the product of months of preparation by the staff and Council. The guiding principles have helped identify priorities for FY16 and lay out a plan for future years. I look forward to the discussions of the proposed budget with Council and to hearing from the public as the proposed budget goes through the review process in April and May.

On a personal note, I would like to thank the City Council for entrusting me with the position of City Manager of this wonderful city. I am pleased to have the opportunity to work with them in serving the community in the years ahead.

I would like to thank the staff for their support and assistance in preparing this budget while serving as Acting City Manager. I appreciate the leadership of former City Manager Brian Kenner in establishing a partnership with the Council in the budgeting process. I thank new Budget Specialist Susan Cheung for jumping right into the budget process with excellent skills and a great attitude. Thanks to Craig Terrill for his critical assistance in document preparation and to Emily Cohen for helping wherever needed.

This year, I particularly want to thank Finance Director Yovonda Brooks. Ms. Brooks will be retiring this fall after ten years with the City of Takoma Park. Ms. Brooks has won the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for nine consecutive years. She has established strict and reasonable financial controls and procedures for City operations. Residents' trust of the financial operations of the City is due in great part to her leadership. Twice I have prepared a City budget while serving as Acting City Manager and her assistance and guidance has been invaluable. I have been able to get to know her as few others have. Besides having an accountant's eyes and an auditor's sensibilities, she is also a witty and interesting person. She has been a most wonderful asset to the City and to me. I wish her the best and thank her again for her service to the people of Takoma Park.

Sincerely,



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

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
Gregory Clark, Director of Recreation
Sara Daines, Director of Housing and Community Development
Alan Goldberg, Chief of Police

Budget Document Preparation

Susan Cheung, Financial/Budget Specialist
Emily Cohen, Management Assistant
Craig Terrill, Media Specialist
Peggye Washington, Executive Assistant

Budget Development Process

General Information

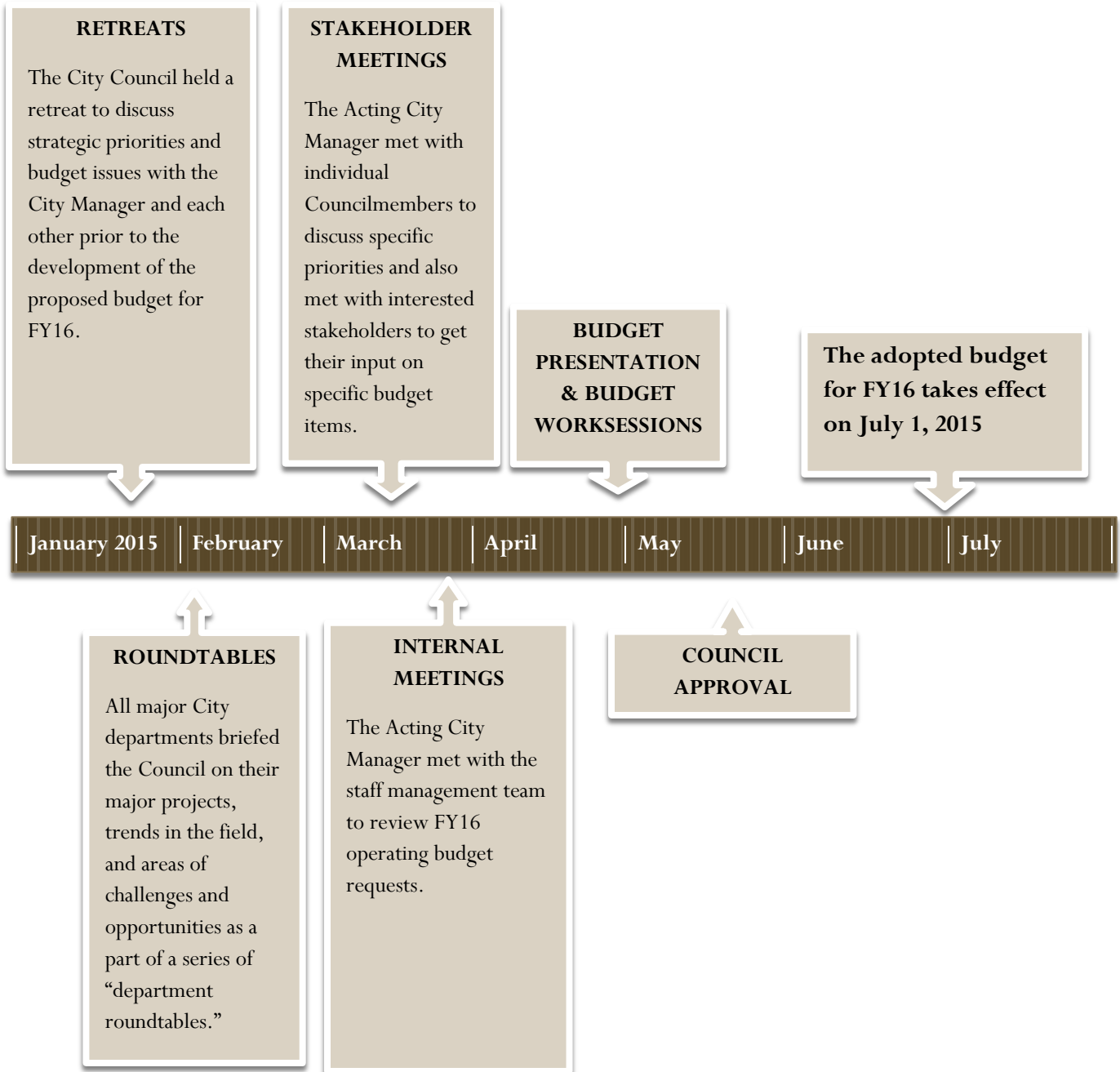
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

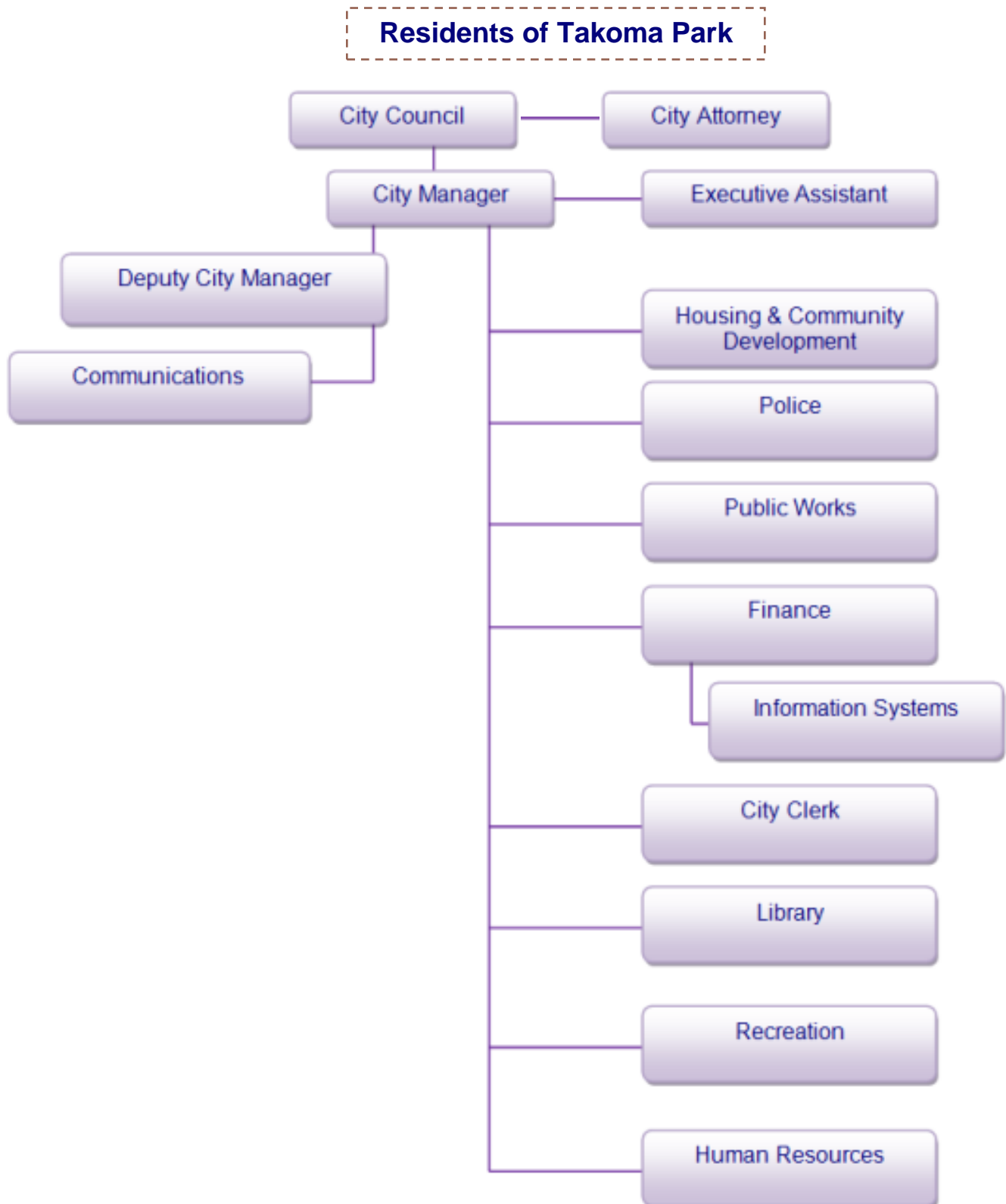
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

Budget Development Process



Organizational Chart



FY 2016 Budget at a Glance

- Total revenues (all funds) of \$27,679,616.
- Total expenditures (all funds) of \$29,548,967.
- Total General Fund revenues of \$22,361,866.
- Total General Fund expenditures of \$24,448,118.
- Assessable real property base (net) projected to decrease by approximately \$17.1 million or 0.9 percent from FY15.
- Real property tax rate increases to \$0.585 per \$100 of assessed valuation. Real property tax revenues increase by \$227,257 compared to FY15 budgeted revenues.
- Tax duplication payments from Montgomery County remain the same as FY15.
- Staffing levels increase by 2.37 full-time equivalents. The increase includes a Sanitation Technician, and adjustments to part-time hours.
- Anticipated General Fund expenditures of \$1.2 million for gateway and street improvements. General Fund expenditures also include \$187,000 for the Flower Avenue Green Street Project to be paid for with a payment from the State Highway Administration.
- Continued funding (\$160,000) for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Contributions of \$800,000 to the Equipment Replacement Reserve.

FY 2016 Budget at a Glance

- Financial support for Main Street Takoma (\$37,000) and Takoma Langley Crossroads (\$30,000), the Takoma Park Independence Day Committee (\$15,000), the Takoma Park Folk Festival (\$10,000), and \$180,000 for community programs.
- Continued financial support for emergency assistance services (\$30,000) to supplement donations made through the stormwater management fee billing.
- Expenditures of \$684,750 for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, and bio-retention projects.
- Various grant-funded and special projects in the amount of \$2,504,089 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 \$123,215 for the Flower Avenue Green Street Project, Ethan Allen Gateway Streetscape, and energy programs.
- Anticipated expenditure of \$1,912,010 from speed camera revenues. Expenditures include payment to the program contractor, funding of certain public safety positions, police equipment, and \$600,000 for sidewalk improvements.

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Adopted FY 16
General Government	16.50	16.50	16.88	16.95	17.50	17.50
Police	54.99	54.99	55.09	58.83	59.47	59.47
Public Works	32.25	32.25	32.85	32.85	34.85	35.85
Recreation	18.22	17.79	17.73	19.76	19.89	19.89
Housing and Community Development	9.38	9.38	10.66	10.66	9.75	9.63
Communications	2.00	2.00	2.00	4.00	4.35	5.62
Library	8.78	8.78	9.00	10.16	10.90	11.12
Stormwater Management	0.75	0.75	1.15	1.15	1.15	1.15
Special Revenue	1.87	1.16	0.40	0.19	-	-
Speed Camera	3.00	4.13	6.26	3.00	3.00	3.00
Total Full-Time Equivalents	147.74	147.73	152.02	157.55	160.86	163.23



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Financial Structure Overview

The FY16 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

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

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

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

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, 2015

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Speed Camera Fund</u>	<u>Total</u>
FY 2016 Revenues	22,361,866	588,750	2,927,800	1,801,200	27,679,616
FY 2016 Expenditures	24,448,118	684,750	2,504,089	1,912,010	29,548,967
Excess (deficiency) of revenues over expenditures	(2,086,252)	(96,000)	423,711	(110,810)	(1,869,351)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(20,500)	-	20,500	-	-
Total Other Financing Sources (Uses)	(20,500)	-	20,500	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(2,106,752)	(96,000)	444,211	(110,810)	(1,869,351)
Fund Balance					
Beginning of year	10,335,550	240,649	2,850,787	645,242	14,072,228
End of year	8,228,798	144,649	3,294,998	534,432	12,202,877

Changes from the Proposed to the Adopted FY16 Budget General Fund

Proposed Revenue Total - City Manager's Proposed Budget	22,366,179
Taxes and Utility Fees	
Decrease: Real Property Taxes	(97,191)
Intergovernmental Revenues	
Increase: Highway User Revenue	92,378
Charges for Services	
Increase: Parking Permit Fees	500
Adopted Revenue Total	22,361,866

Proposed Expenditure Total - City Manager's Proposed Budget	24,600,220
General Government	
Decrease: Delete Salary/Fringes for new Management Assistant	(174,000)
Police	
Increase: Police Consultant for Community Engagement	10,000
Increase: Employer Contribution to Police Retirement Plan	94,920
Public Works	
Increase: Maple Avenue Raised Crosswalk Markings	30,000
Recreation	
Increase: Funds for MANUP Program	30,000
Increase: Additional funding for Lunch and Learn Program	19,000
Housing & Community Development	
Decrease: Boundary Survey	(50,000)
Decrease: Reduce Takoma/Langley Development Authority Subsidy	(7,000)
Communications	
Decrease: Reduce TV Part-time Staff	(25,000)
Non-Departmental	
Decrease: General Contingency (due to decrease in revenues)	(22)
Capital Outlay	
Decrease: Transfer expenditures to Special Revenue Fund	(80,000)
Adopted Expenditure Total	24,448,118

Proposed Transfer To Special Revenue Fund	63,000
Decrease: Program Open Space Grant Match	(42,500)
Adopted Transfer To Special Revenue Fund	20,500

Introduction to the Budget Document Reconciliation from Proposed to the Adopted Budget

Changes from the Proposed to the Adopted FY16 Budget Special Revenue Funds

Proposed Revenue Total - City Manager's Proposed Budget	2,805,300
Intergovernmental Revenues	
Decrease: Adjust Program Open Space Grant	(127,500)
Increase: Community Parks & Playgrounds Grant	250,000
Adopted Revenue Total	2,927,800

Proposed Expenditure Total - City Manager's Proposed Budget	2,424,089
Capital Outlay:	
Increase: Dog Park (Transfer from General Fund)	80,000
Adopted Expenditure Total	2,504,089

Transfer From General Fund - City Manager's Proposed Budget	63,000
Decrease: POS Grant Match	(42,500)
Adopted Transfer From General Fund	20,500

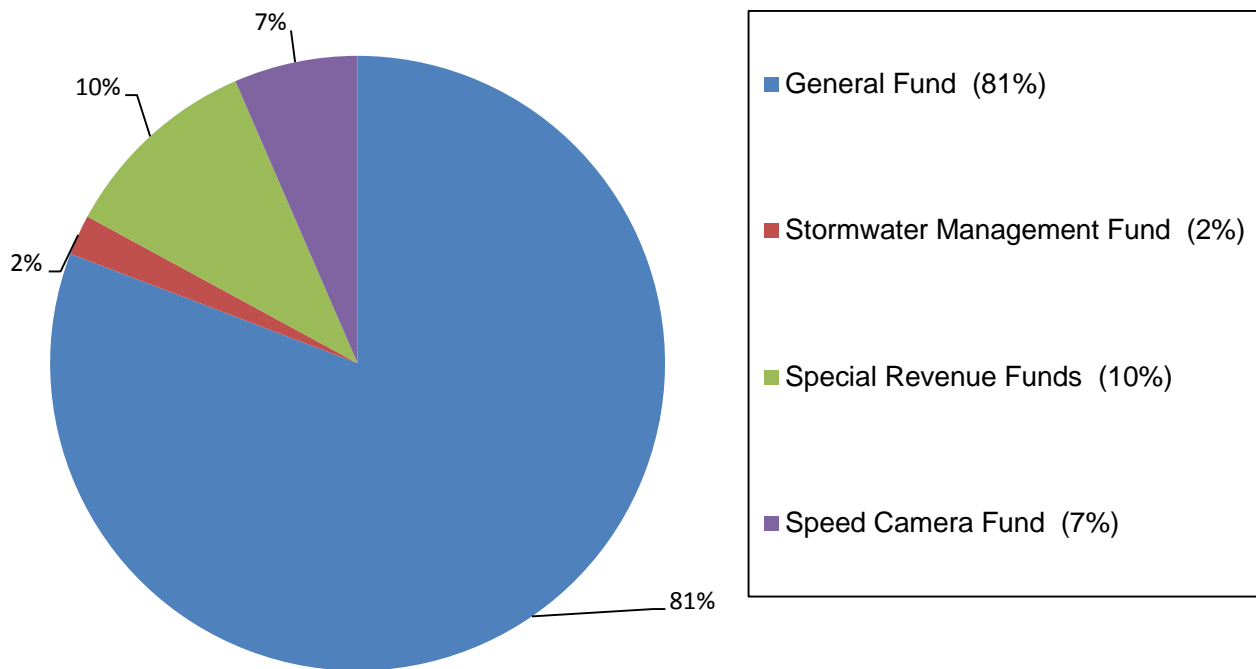
Changes from the Proposed to the Adopted FY16 Budget Speed Camera Fund

Proposed Expenditure Total - City Manager's Proposed Budget	1,906,930
Personnel	
Increase: Fringe Benefits-Additional Police Retirement Contribution	5,080
Adopted Expenditure Total	1,912,010

Introduction to the Budget Document Reconciliation from Proposed to the Adopted Budget

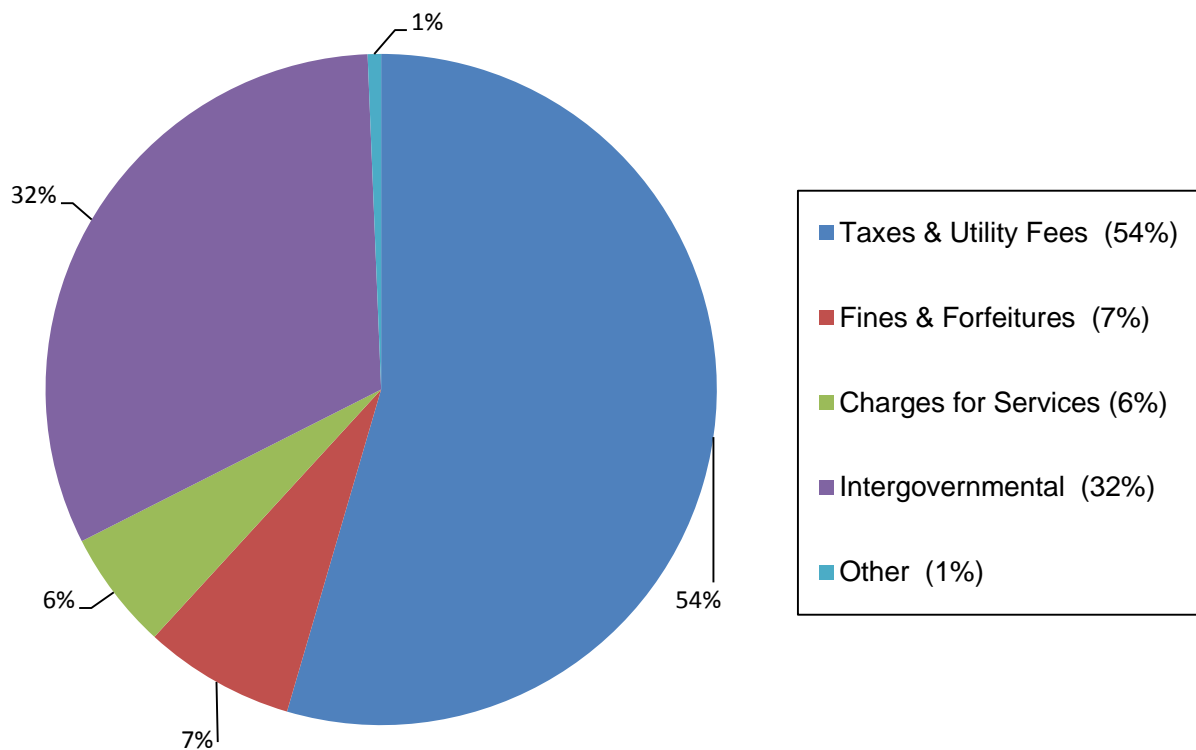
Budget Combined Revenues by Fund

TOTAL	\$27,679,616
General Fund	\$22,361,866
Stormwater Management Fund	\$588,750
Special Revenue Funds	\$2,927,800
Speed Camera Fund	\$1,801,200



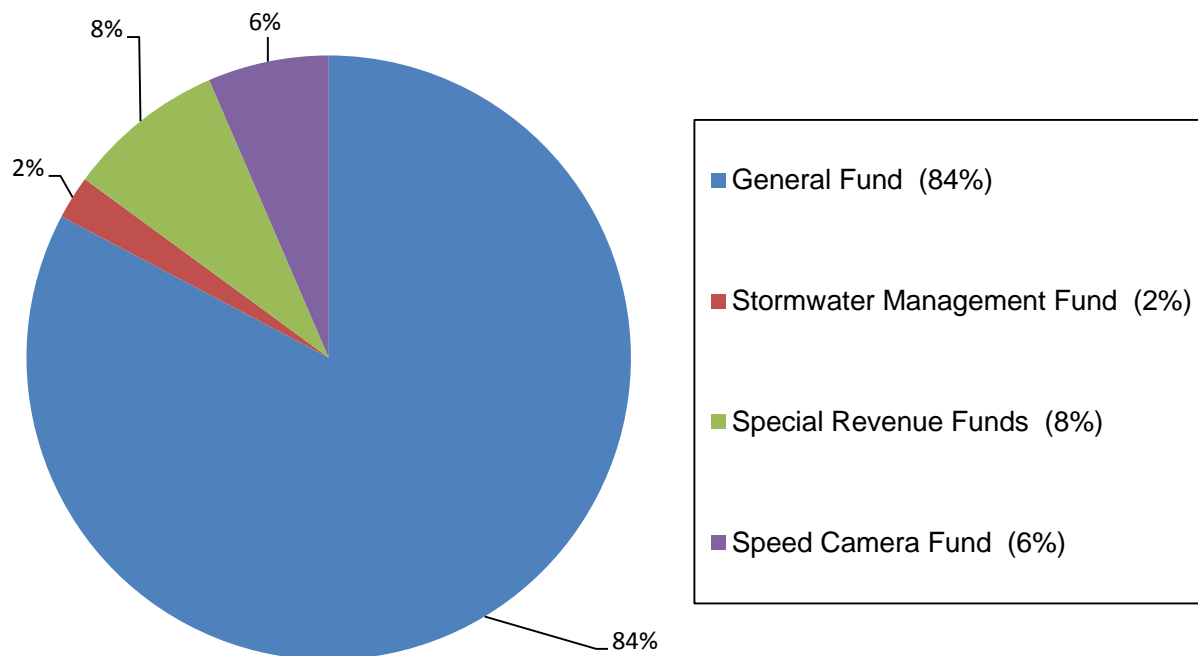
Budget Combined Revenues by Type (All Funds)

TOTAL	\$27,679,616
Taxes & Utility Fees	\$15,092,755
Fines & Forfeitures	\$2,015,500
Charges for Services	\$1,585,655
Intergovernmental	\$8,807,402
Other	\$178,304



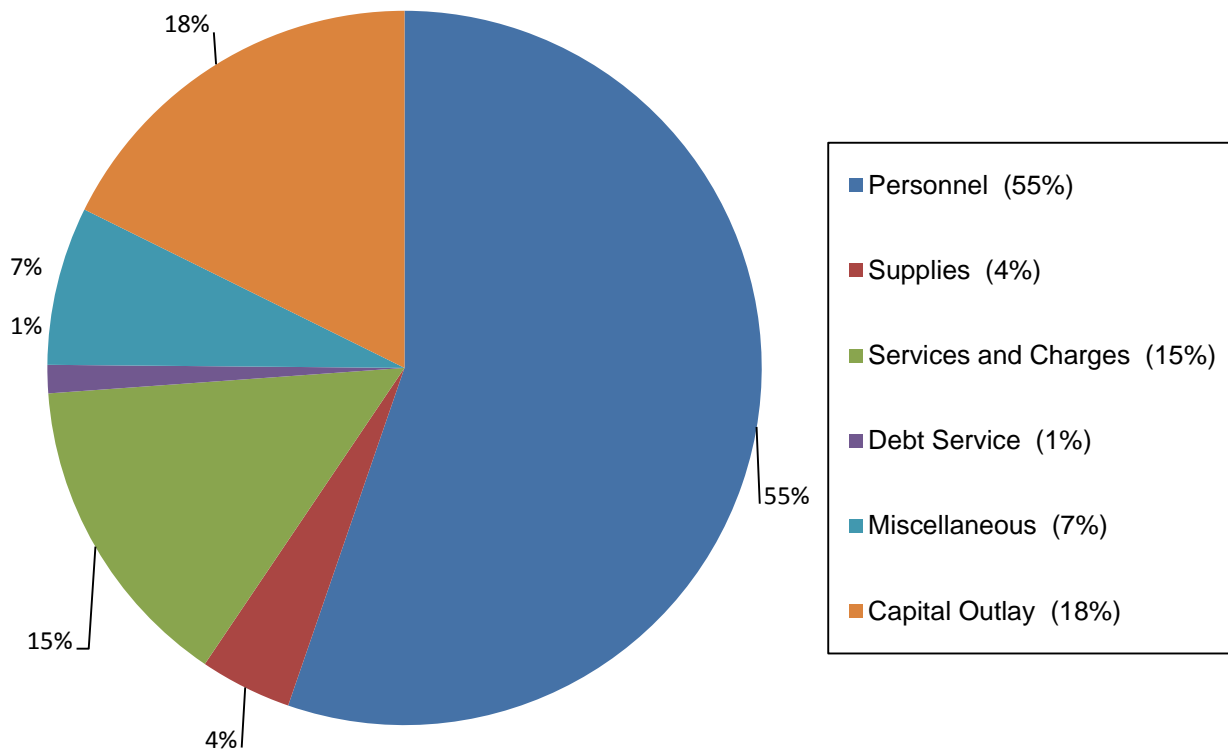
Budget Combined Expenditures by Fund

TOTAL	\$29,548,967
General Fund	\$24,448,118
Stormwater Management Fund	\$684,750
Special Revenue Funds	\$2,504,089
Speed Camera Fund	\$1,912,010



Budget Combined Expenditures by Type (All Funds)

TOTAL	\$29,548,967
Personnel	\$16,335,400
Supplies	\$1,229,280
Services and Charges	\$4,260,900
Debt Service	\$376,800
Miscellaneous	\$2,079,023
Capital Outlay	\$5,267,564



General Fund Summary

	Audited FY12	Audited FY13	Audited FY14	Adopted FY15	Estimated FY15	Adopted FY16
REVENUES						
Taxes and utility fees	14,404,183	14,650,731	14,582,032	14,379,654	14,602,721	15,092,755
Licenses and permits	81,235	79,371	81,745	75,854	71,854	57,104
Fines and forfeitures	197,814	169,526	252,499	190,500	215,000	215,500
Use of money and property	47,044	25,909	26,134	25,000	15,000	15,000
Charges for service	1,080,058	1,089,570	1,149,875	1,064,730	1,118,357	1,171,655
Intergovernmental	4,311,758	5,429,915	5,608,108	6,128,272	5,941,289	5,746,852
Miscellaneous	146,910	84,394	54,639	128,000	146,750	63,000
Total Revenues	20,269,002	21,529,416	21,755,032	21,992,010	22,110,971	22,361,866
EXPENDITURES						
General Government	2,343,026	2,340,349	2,677,802	3,010,133	2,825,367	3,200,200
Police	5,974,865	6,005,717	6,458,154	6,711,739	6,613,553	7,015,690
Public Works	3,638,463	3,803,074	4,275,607	4,573,060	4,324,610	4,687,500
Recreation	1,157,610	1,261,458	1,393,123	1,615,405	1,553,730	1,779,505
Housing and Community Development	1,176,412	1,267,776	1,415,762	1,711,823	1,678,665	1,732,085
Communications	327,657	336,326	426,521	566,870	502,681	553,050
Library	959,612	1,004,961	1,121,051	1,185,464	1,164,275	1,240,580
Non-Departmental	785,613	875,876	1,088,265	1,229,930	1,089,720	1,313,109
Capital Outlay	2,362,840	975,646	2,494,848	3,217,316	2,860,223	2,549,599
Debt Service	2,143,407	1,534,430	373,529	373,746	373,746	376,800
Total Expenditures	20,869,505	19,405,613	21,724,662	24,195,486	22,986,570	24,448,118
Excess (deficiency) of revenues over expenditures	(600,503)	2,123,803	30,370	(2,203,476)	(875,599)	(2,086,252)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	-	-	-	-	-
Capital Lease	-	-	-	-	-	-
Sale of property	-	-	-	-	-	-
Operating transfers in (out)	(91,640)	(8,121)	(5,465)	(92,850)	(12,893)	(20,500)
Total Other Financing Sources (Uses)	(91,640)	(8,121)	(5,465)	(92,850)	(12,893)	(20,500)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(692,143)	2,115,682	24,905	(2,296,326)	(888,492)	(2,106,752)
FUND BALANCE						
Beginning of year	9,775,598	9,083,455	11,199,137	11,224,042	11,224,042	10,335,550
End of year	9,083,455	11,199,137	11,224,042	8,927,716	10,335,550	8,228,798

General Fund - Fund Balance Projection Detail

	As Of July 1, 2014	Additions	Deletions	As Of June 30, 2015	Additions	Deletions	As Of June 30, 2016
Emergency Reserve	442,437	-	-	442,437			442,437
Equipment Replacement Reserve	3,360,971	840,000	454,700	3,746,271	800,000	781,599	3,764,672
WSSC Contribution for Future Street Work	225,384	-	-	225,384			225,384
Facility Maintenance Reserve	751,301	-	140,997	610,304	-	56,000	554,304
Non-Spendable- Prepaid, Deposits, Inventory	70,855		60,094	10,761		10,761	-
Total Reserved/ Non- Spendable Fund Balance	4,850,948	840,000	655,791	5,035,157	800,000	848,360	4,986,797
Total Unassigned Fund Balance	6,373,094		1,072,701	5,300,393		2,058,392	3,242,001
Total Fund Balance	11,224,042			10,335,550			8,228,798

General Fund Revenues

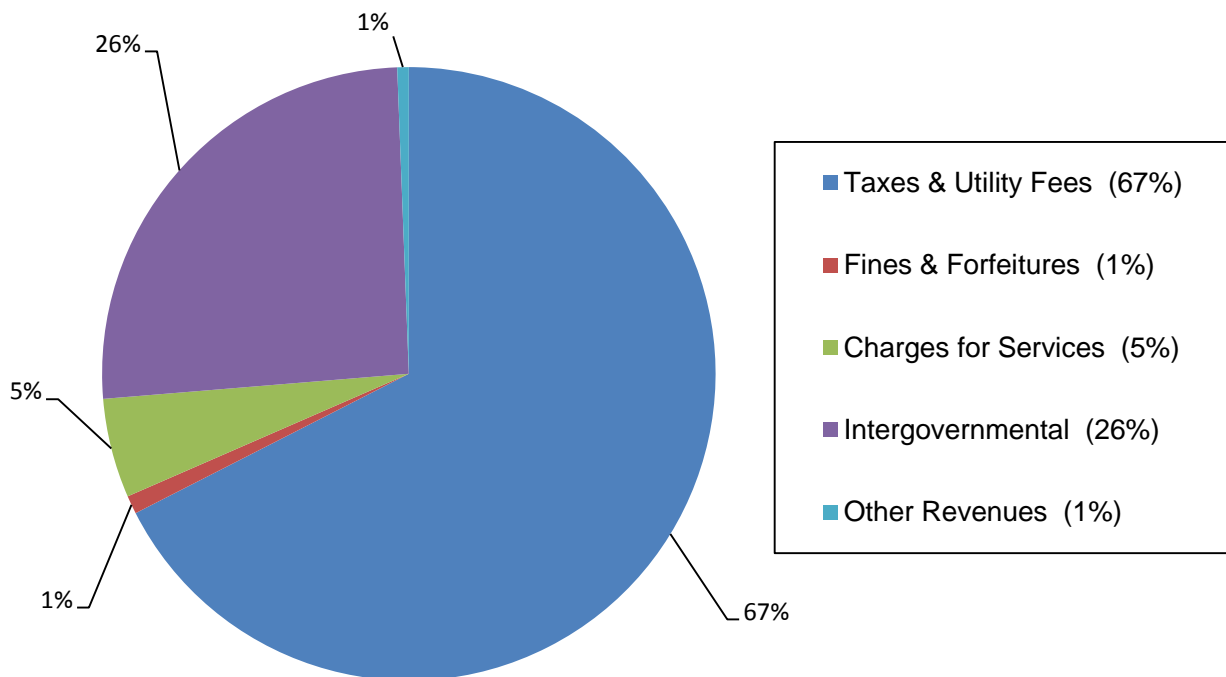
<u>REVENUES BY SOURCE</u>	<u>Audited FY12</u>	<u>Audited FY13</u>	<u>Audited FY14</u>	<u>Adopted FY15</u>	<u>Estimated FY15</u>	<u>Adopted FY16</u>
Taxes and Utility Fees						
Real Property	11,237,329	11,496,733	10,974,639	11,144,083	11,063,000	11,371,340
Personal Property	284,730	398,034	338,582	337,900	344,875	353,500
RR and Public Utilities	162,088	172,326	179,065	178,980	178,980	196,250
Penalties and Interest	63,142	70,972	43,195	31,000	35,000	30,000
Admission and Amusement	1,100	48	128,806	135,000	130,000	135,000
Additions and Abatements	(71,149)	(8,176)	(43,185)	(25,000)	(50,000)	(35,000)
Highway	131,098	83,667	289,165	302,691	300,866	341,665
Income Tax	2,595,845	2,437,127	2,671,765	2,275,000	2,600,000	2,700,000
Total--Taxes and Utility Fees	14,404,183	14,650,731	14,582,032	14,379,654	14,602,721	15,092,755
Licenses and Permits	81,235	79,371	81,745	75,854	71,854	57,104
Fines and Forfeitures	197,814	169,526	252,499	190,500	215,000	215,500
Use of Money and Property	47,044	25,909	26,134	25,000	15,000	15,000
Charges for Services						
Inspection Fees	303,091	305,082	321,172	316,000	319,500	320,740
Public Parking Facilities	67,026	78,258	82,527	75,000	90,000	95,000
Waste Collection & Disposal Charges	73,719	70,065	73,066	72,000	70,642	70,700
Recreation Programs and Services	493,344	496,754	524,403	478,000	517,100	560,000
Library Fines and Fees	30,824	34,405	32,338	34,000	35,500	35,500
Passport Services	42,650	57,870	70,850	45,000	45,000	45,000
Copying	6,120	1,253	7	100	100	100
Telephone Commissions	42	39	17	30	15	15
Special Trash Pickup	8,030	9,436	7,930	10,000	10,000	10,000
Recyclable Sales	12,720	2,816	1,061	3,000	3,000	3,000
Mulch Sales	26,575	22,453	25,155	20,000	16,000	20,000
Advertising--Bus Shelters	10,661	5,679	5,785	6,000	6,000	6,000
Farmer's Market	5,256	5,460	5,564	5,600	5,500	5,600
Total--Charges for Services	1,080,058	1,089,570	1,149,875	1,064,730	1,118,357	1,171,655
Intergovernmental Revenues						
Police Protection (State)	261,254	261,254	420,029	431,752	383,425	431,752
State & County Projects	-	88,081	65,135	250,000	120,000	187,000
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	95,900	127,618	133,959	132,819	145,801	149,624
Police Rebate	897,493	927,663	952,413	951,540	920,187	945,540
In Lieu of Police	1,983,590	2,868,931	2,515,147	2,515,147	2,515,147	2,515,147
In Lieu of Roads Maintenance	376,230	420,737	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	61,395	68,788	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	138,714	155,187	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	79,670	87,650	87,650	87,650	87,650	87,650
Hotel Motel Tax	85,396	90,950	98,161	90,000	100,000	104,000
Cable Franchise Fees	245,246	254,064	246,827	239,935	240,000	245,000
Cable--Operating	71,227	73,349	74,648	425,290	424,940	77,000
Chesapeake Bay Trust Grant	10,000	-	10,000	-	-	-
Total--Intergovernmental Revenues	4,311,758	5,429,915	5,608,108	6,128,272	5,941,289	5,746,852

General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Audited FY12</u>	<u>Audited FY13</u>	<u>Audited FY14</u>	<u>Adopted FY15</u>	<u>Estimated FY15</u>	<u>Adopted FY16</u>
Miscellaneous						
Tree Fund	39,000	22,000	15,000	25,000	25,000	25,000
Sales of Impounded Property	1,636	760	1,268	1,000	1,000	1,000
Federal Emergency Management	17,007	-	-	-	-	-
Other	58,383	37,359	29,347	25,000	27,000	25,000
Insurance Claims	19,122	2,537	-	-	12,100	-
Administrative Fees--Parking	2,235	2,125	2,920	2,000	4,000	4,000
Federal Grant	-	8,272	1,439	-	2,650	2,000
Sale of City Property	8,909	4,768	4,245	4,000	5,000	5,000
Donations	618	6,573	420	71,000	70,000	1,000
Total--Miscellaneous	146,910	84,394	54,639	128,000	146,750	63,000
Total General Fund Revenues	20,269,002	21,529,416	21,755,032	21,992,010	22,110,971	22,361,866

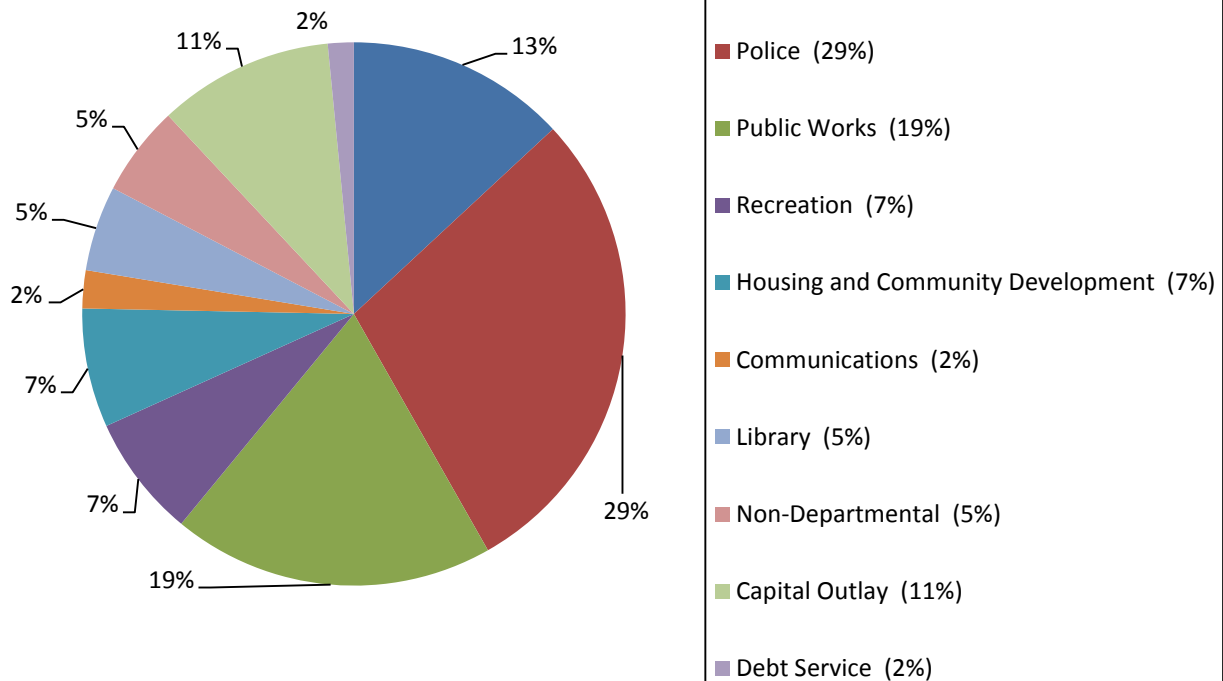
General Fund Revenues by Type

TOTAL	\$22,361,866
Taxes & Utility Fees	\$15,092,755
Fines & Forfeitures	\$215,500
Charges for Services	\$1,171,655
Intergovernmental	\$5,746,852
Other Revenues	\$135,104



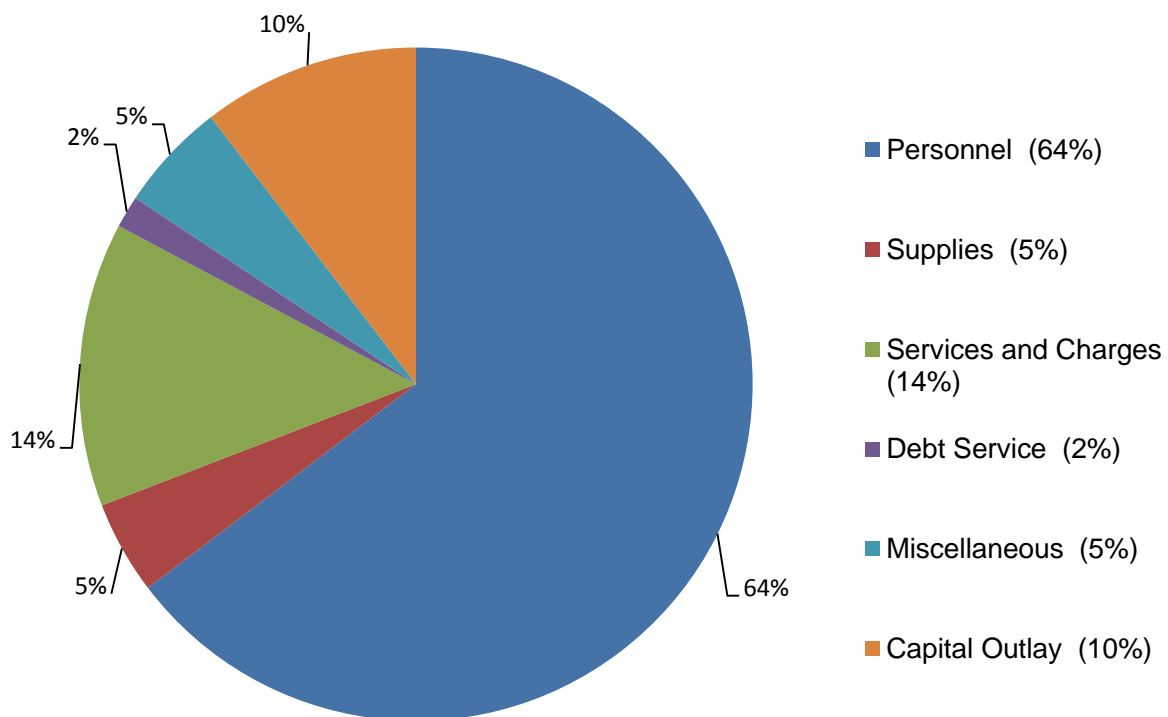
General Fund Expenditures by Activity

TOTAL	\$24,448,118
General Government	\$3,200,200
Police	\$7,015,690
Public Works	\$4,687,500
Recreation	\$1,779,505
Housing and Community Development	\$1,732,085
Communications	\$553,050
Library	\$1,240,580
Non-Departmental	\$1,313,109
Capital Outlay	\$2,549,599
Debt Service	\$376,800



General Fund Expenditures by Type

TOTAL	\$24,448,118
Personnel	\$15,806,690
Supplies	\$1,096,180
Services and Charges	\$3,336,700
Debt Service	\$376,800
Miscellaneous	\$1,282,149
Capital Outlay	\$2,549,599

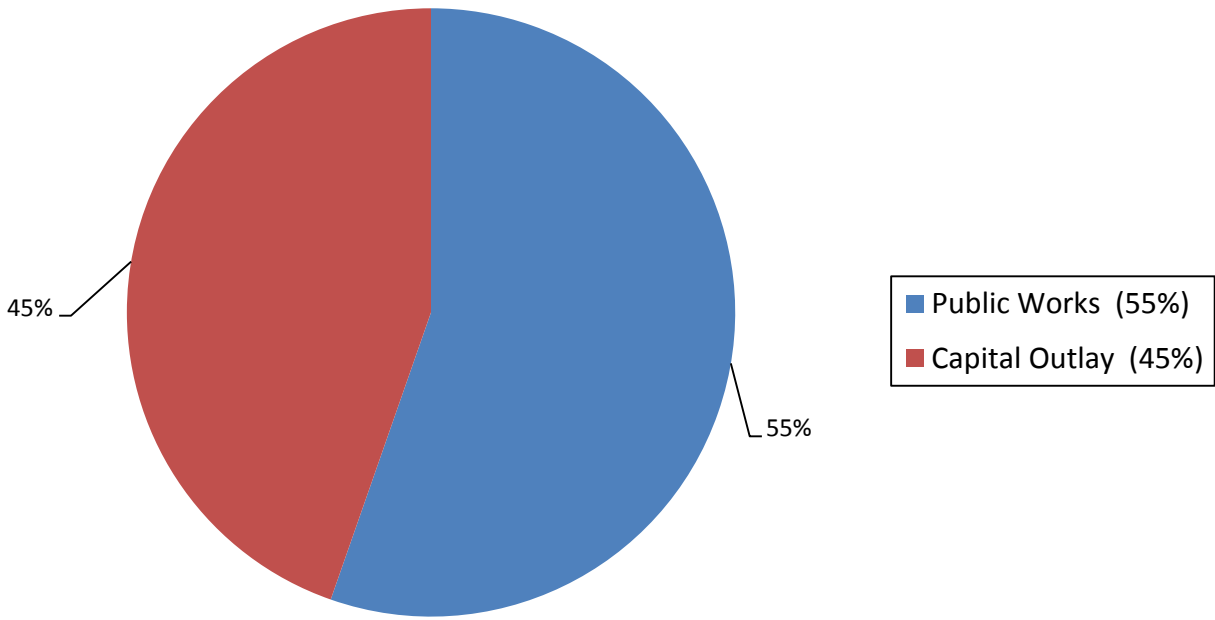


Stormwater Management Fund Summary

	Audited FY12	Audited FY13	Audited FY14	Adopted FY15	Estimated FY15	Adopted FY16
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	9,812	7,607	50	500	2,500	1,000
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	362,308	411,804	410,075	413,900	413,970	414,000
Intergovernmental	-	85,261	20,070	168,750	-	168,750
Miscellaneous	5,752	5,899	5,218	8,000	7,000	5,000
Total Revenues	377,872	510,571	435,413	591,150	423,470	588,750
<u>EXPENDITURES</u>						
Public Works	241,392	282,890	282,154	368,700	344,777	379,000
Capital outlay	165,449	239,769	137,060	350,000	125,000	305,750
Total Expenditures	406,841	522,659	419,214	718,700	469,777	684,750
Excess (deficiency) of revenues over expenditures	(28,969)	(12,088)	16,199	(127,550)	(46,307)	(96,000)
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan Proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(28,969)	(12,088)	16,199	(127,550)	(46,307)	(96,000)
<u>FUND BALANCE</u>						
Beginning of year	311,814	282,845	270,757	286,956	286,956	240,649
End of year	282,845	270,757	286,956	159,406	240,649	144,649

Stormwater Management Fund Expenditures by Activity

TOTAL	\$684,750
Public Works	\$379,000
Capital Outlay	\$305,750



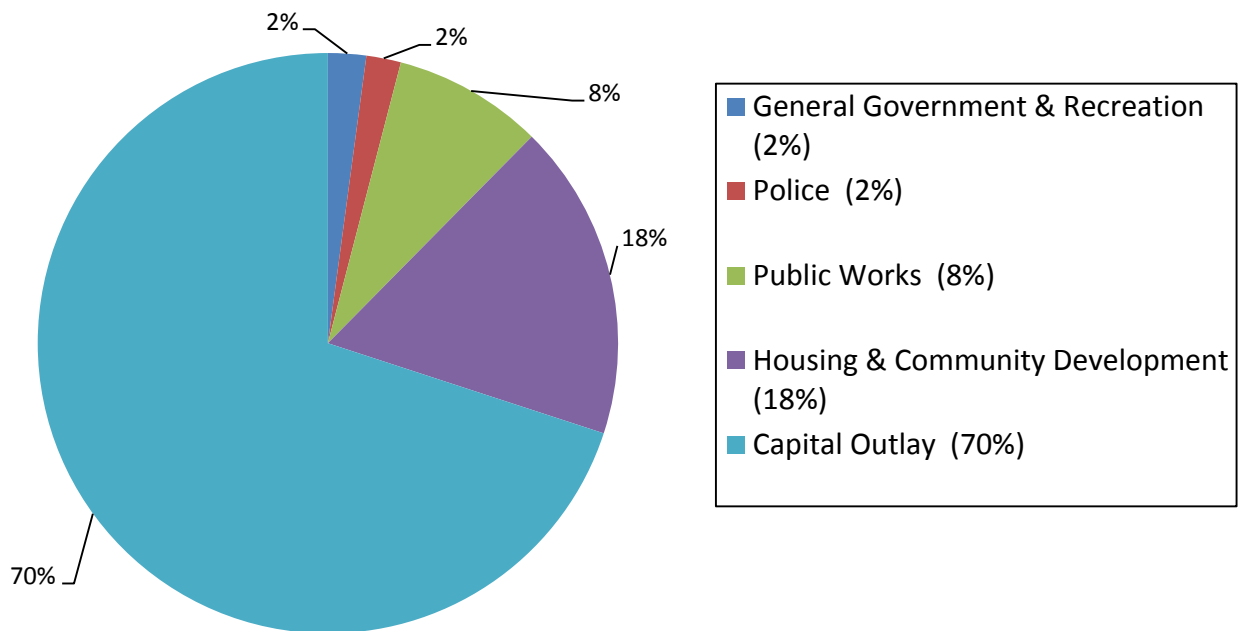
Special Revenue Funds Summary

	Audited FY12	Audited FY13	Audited FY14	Adopted FY15	Estimated FY15	Adopted FY16
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,124,144	1,130,805	1,247,118	2,449,103	1,516,349	2,891,800
Miscellaneous	-	-	31,726	37,800	33,000	36,000
Total Revenues	1,124,144	1,130,805	1,278,844	2,486,903	1,549,349	2,927,800
EXPENDITURES						
General Government	75,878	49,280	15,232	8,150	861,024	41,500
Police	48,110	13,850	10,173	12,448	2,450	48,289
Public Works	-	-	51,825	221,963	120,892	209,001
Housing and Community Development	278,939	263,520	221,431	364,818	202,133	441,459
Recreation	-	-	-	-	-	11,625
Capital outlay	187,895	87,781	347,126	2,138,073	524,998	1,752,215
Total Expenditures	590,822	414,431	645,787	2,745,452	1,711,497	2,504,089
Excess (deficiency) of revenues over expenditures	533,322	716,374	633,057	(258,549)	(162,148)	423,711
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	91,640	8,121	5,465	92,850	12,893	20,500
Total Other Financing Sources (Uses)	91,640	8,121	5,465	92,850	12,893	20,500
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	624,962	724,495	638,522	(165,699)	(149,255)	444,211
FUND BALANCE						
Beginning of year	1,012,063	1,637,025	2,361,520	3,000,042	3,000,042	2,850,787
End of year	1,637,025	2,361,520	3,000,042	2,834,343	2,850,787	3,294,998

Note: Ending Fund Balance at June 30, 2016 is restricted for cable equipment purchases.

Special Revenue Funds Expenditures by Activity

TOTAL	\$2,504,089
General Government & Recreation	\$53,125
Police	\$48,289
Public Works	\$209,001
Housing & Community Development	\$441,459
Capital Outlay	\$1,752,215



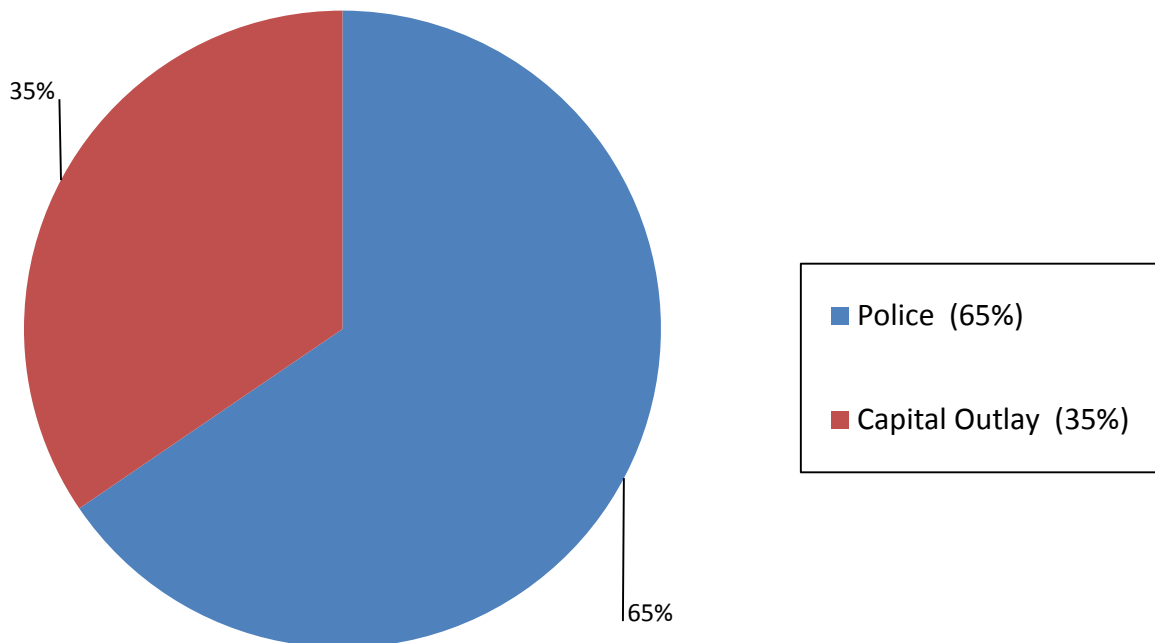
Speed Camera Fund Summary

	Audited FY12	Audited FY13	Audited FY14	Adopted FY15	Estimated FY15	Adopted FY16
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	2,072,029	1,456,741	1,702,807	1,812,000	1,783,000	1,800,000
Use of money and property	1,619	1,340	878	800	1,100	1,200
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	2,073,648	1,458,081	1,703,685	1,812,800	1,784,100	1,801,200
EXPENDITURES						
Police	1,343,880	1,299,440	1,209,350	1,281,930	1,262,232	1,252,010
Capital outlay	818,753	1,060,174	423,380	86,903	76,600	660,000
Total Expenditures	2,162,633	2,359,614	1,632,730	1,368,833	1,338,832	1,912,010
Excess (deficiency) of revenues over expenditures	(88,985)	(901,533)	70,955	443,967	445,268	(110,810)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(88,985)	(901,533)	70,955	443,967	445,268	(110,810)
FUND BALANCE						
Beginning of year	1,119,537	1,030,552	129,019	199,974	199,974	645,242
End of year	1,030,552	129,019	199,974	643,941	645,242	534,432

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	\$1,912,010
Police	\$1,252,010
Capital Outlay	\$660,000



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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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>General Management</i>	4.00	4.00	4.00
<i>Finance</i>	5.00	5.50	5.50
<i>Information Systems</i>	3.50	3.50	3.50
<i>Human Resources</i>	2.00	2.00	2.00
<i>City Clerk</i>	2.45	2.50	2.50
<i>Department Total FTEs</i>	16.95	17.50	17.50

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Passport Service</i>	70,850	45,000	45,000	45,000
<i>Investment Earnings</i>	26,134	25,000	15,000	15,000
<i>Subtotal</i>	96,984	70,000	60,000	60,000
<i>General Fund</i>	2,580,818	2,940,133	2,765,367	3,140,200
<i>Department Total</i>	2,677,802	3,010,133	2,825,367	3,200,200

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	1,287,432	1,454,380	1,370,950	1,546,500
<i>Fringe Benefits</i>	477,006	561,190	547,300	601,500
<i>Overtime</i>	5,075	4,250	8,550	8,250
<i>Contractual Labor</i>	-	1,000	-	-
<i>Employee Recognition</i>	800	300	200	250
<i>Personnel Subtotal</i>	1,770,313	2,021,120	1,927,000	2,156,500
<i>Supplies</i>	28,508	29,200	30,035	32,300
<i>Services and Charges</i>	700,886	784,663	685,160	811,750
<i>Miscellaneous</i>	178,095	175,150	183,172	199,650
<i>Department Total</i>	2,677,802	3,010,133	2,825,367	3,200,200

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Legislative</i>	190,078	201,700	189,850	207,750
<i>General Management</i>	706,286	737,800	689,070	739,300
<i>Finance</i>	496,334	654,170	590,700	701,150
<i>Legal Services</i>	290,604	253,025	203,025	273,100
<i>Information Systems</i>	451,557	529,578	529,400	669,950
<i>Human Resources</i>	303,303	339,660	346,337	314,450
<i>City Clerk</i>	239,640	294,200	276,985	294,500
<i>Department Total</i>	2,677,802	3,010,133	2,825,367	3,200,200

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$184,766 less than budget.*
- *The variance is primarily attributable to lower than anticipated costs for contractual services and for personnel due to the temporary vacancy in the City Manager position.*

FY16 Budget Highlights:

- *Departmental expenditures are \$190,067 higher — an increase of 6.3 percent — compared to budgeted expenditures for FY15. The variance is due to an overlap of the Finance Director position, and software upgrades.*
- *Approximately 68 percent of departmental expenditures are personnel related.*
- *Approximately 25 percent of departmental expenditures are services and charges. This category includes the City's cost for legal services and other contractual expenditures, including the annual financial audit and computer hardware and software maintenance fees.*
- *Approximately 6 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.

<i>Division</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
<i>Expenditures</i>	<i>FY14</i>	<i>FY15</i>	<i>FY15</i>	<i>FY16</i>
<i>Legislative</i>	190,078	201,700	189,850	207,750
<i>Division Total</i>	190,078	201,700	189,850	207,750

<i>Division Expenditures</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
<i>by Type</i>	<i>FY14</i>	<i>FY15</i>	<i>FY15</i>	<i>FY16</i>
<i>Wages</i>	72,223	75,500	74,650	75,000
<i>Fringe Benefits</i>	24,842	39,500	42,500	44,500
<i>Overtime</i>	-	-	-	-
<i>Personnel Subtotal</i>	97,065	115,000	117,150	119,500
<i>Supplies</i>	163	-	-	-
<i>Services and Charges</i>	32,460	45,500	36,500	36,500
<i>Miscellaneous</i>	60,390	41,200	36,200	51,750
<i>Division Total</i>	190,078	201,700	189,850	207,750

Legislative

Adopted to Estimated Actual FY15:

- *Division expenditures are anticipated to be \$11,850 less than budgeted.*
- *The variance results from lower than expected expenses for contractual lobbying services, support of City boards and commissions, and Council meeting related expenses.*

FY16 Budget Highlights:

- *Division expenditures are \$6,050 higher than budgeted for FY 2015, an increase of 3.0 percent.*
- *The Legislative Division budget typically varies from year to year due to the biennial election. FY 2016 is an election year. Election expenditures are budgeted at \$15,000. This amount includes translation of election materials plus advertising and outreach efforts in addition to more typical election expenses such as election supplies, printing of ballots, mailing, and compensation for election judges.*
- *Approximately 58 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.*
- *Every four years, the Council appoints a Compensation Committee to recommend changes, if any, to the salary and compensation of the City Council. The Committee will be appointed in calendar year 2015. Any increase or decrease in compensation will become effective after the November 2015 election. The proposed budget assumes no change from the current compensation plan.*
- *Services and Charges account for about 18 percent of the division budget. This category includes the cost of cell phones for the City Council (\$3,000), contractual lobbying assistance (\$31,000), and certain transportation costs for the Council.*
- *Miscellaneous expenditures account for approximately 25 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 (\$3,000), conference attendance and training for the Council (\$20,750), and elections (\$15,000).*

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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	4.00	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.00	4.00	4.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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>	0.50	0.50
<i>Lifelong Takoma Program Manager</i>	0.50	0.50
<i>Division Total FTEs</i>	4.00	4.00

General Management

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>General Management</i>	706,286	737,800	689,070	739,300
<i>Division Total</i>	706,286	737,800	689,070	739,300

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	402,238	433,500	387,000	442,500
<i>Fringe Benefits</i>	134,917	134,500	128,000	150,000
<i>Overtime</i>	183	-	1,500	1,500
<i>Contractual Labor</i>	-	1,000	-	-
<i>Employee Recognition</i>	200	200	200	-
<i>Personnel Subtotal</i>	537,538	569,200	516,700	594,000
<i>Supplies</i>	11,843	9,500	10,200	10,000
<i>Services and Charges</i>	83,543	93,600	85,900	65,100
<i>Miscellaneous</i>	73,362	65,500	76,270	70,200
<i>Division Total</i>	706,286	737,800	689,070	739,300

General Management

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$48,730 less than budget. The variance is attributable a vacancy in the City Manager position.*

FY16 Budget Highlights:

- *Division expenditures are \$1,500 higher — an increase of 0.2 percent — compared to budgeted expenditures for FY15.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Services and charges account for nine percent of division expenditures. This category includes telephone charges (\$18,500) and copying/printing costs (\$13,500) and contractual services (\$30,000).*
- *Approximately ten 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 \$43,000.*

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 FY14	Estimated FY15	Projected FY16
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	90%	92%	92%
Number of payroll checks and direct deposits	5,029	5,200	5,250
Number of accounts payable checks issued	3,851	3,700	3,700
Number of stormwater bills issued	5,848	5,900	5,900
Number of rental license bills issued	682	700	700
Number of refuse bills issued	269	290	300

Finance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	5.00	5.50	5.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	5.00	5.50	5.50

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Finance</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Account Clerk II</i>	2.00	2.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Budget Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	5.50	5.50

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Finance</i>	496,334	654,170	590,700	701,150
<i>Division Total</i>	496,334	654,170	590,700	701,150

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	302,979	394,750	345,000	426,500
<i>Fringe Benefits</i>	106,190	151,860	140,000	156,000
<i>Overtime</i>	364	1,000	500	1,000
<i>Employee Recognition</i>	-	100	-	100
<i>Personnel Subtotal</i>	409,533	547,710	485,500	583,600
<i>Supplies</i>	1,964	6,000	7,000	5,500
<i>Services and Charges</i>	82,300	92,560	94,100	100,950
<i>Miscellaneous</i>	2,537	7,900	4,100	11,100
<i>Division Total</i>	496,334	654,170	590,700	701,150

Finance

Adopted to Estimated Actual FY15:

Division expenditures are expected to be \$63,470 less than budget. The variance is attributable to personnel costs. Additional funds were provided for the transition of the retiring Finance Director to the new Finance Director and to implement the recommendations of the compensation study. Salary savings resulted from the additional time needed to hire the new Finance Director and the new part-time Accounting Assistant.

FY16 Budget Highlights:

- *Division expenditures are \$46,980 higher — an increase of 7.2 percent — compared to budgeted expenditures for FY 15. The variance is attributable to personnel costs related to the transition from the retiring Finance Director to a new Finance Director. Additional funds are also provided for the printing, copying and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 83 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 \$88,850 or about 13 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 specialized advice to the City Council on development matters.
- Provide advice to the City Council on legal issues relating to the proposed move of Washington Adventist Hospital from Takoma Park.

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Legal</i>	290,604	253,025	203,025	273,100
<i>Division Total</i>	290,604	253,025	203,025	273,100

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	289,979	250,000	200,000	270,000
<i>Miscellaneous</i>	625	3,025	3,025	3,100
<i>Division Total</i>	290,604	253,025	203,025	273,100

Legal

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$50,000 lower than budget. This difference is primarily due to lower than expected expenses on regular matters.*

FY16 Budget Highlights:

- *Division expenditures are \$20,075 higher – an increase of 7.9 percent – compared to budgeted expenditures for FY15.*
- *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.*
- *Services of specialized counsel on development matters are anticipated in FY16.*
- *Funding in the amount of \$270,000 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 new financial software implementation.*
- *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 FY14	Estimated FY15	Projected FY16
Number of digital phones supported	160	160	160
Number of cell phones supported (smart phones)	101	101	105
Number of voice mail boxes supported	197	197	190
Number of phone system moves, adds, and changes	35	40	45
Number of computers supported	150	150	150
Number of servers	60	60	60
Number of laptop computers supported	25	25	25
Number of printers and copiers	50	50	50
Number of Help Desk calls	4,600	5,000	5,000

Information Systems

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	3.50	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.50	3.50	3.50

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Information Systems</i>	451,557	529,578	529,400	669,950
<i>Division Total</i>	451,557	529,578	529,400	669,950

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	205,652	221,580	230,800	249,500
<i>Fringe Benefits</i>	89,384	94,080	98,800	103,000
<i>Overtime</i>	1,982	2,000	1,600	2,000
<i>Employee Recognition</i>	350	-	-	-
<i>Personnel Subtotal</i>	297,368	317,660	331,200	354,500
<i>Supplies</i>	8,234	6,500	7,000	8,000
<i>Services and Charges</i>	144,027	197,893	183,600	299,850
<i>Miscellaneous</i>	1,928	7,525	7,600	7,600
<i>Division Total</i>	451,557	529,578	529,400	669,950

Information Systems

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$178 lower than budget.*

FY16 Budget Highlights:

- *Overall division expenditures are \$140,372 higher — an increase of 26.5 percent — compared to budgeted expenditures for FY15. Services and charges increased due to increased software maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 53 percent of division expenditures are personnel costs.*
- *Other major division expenditures include computer software maintenance charges (\$299,850) due to an increase in Adobe Cloud software subscriptions. In addition software costs in the Human Resources Division were moved to Information Systems Division.*

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:

- *Development of training program for staff*
- *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 costs by:*
 - *Reducing total days away from work by increasing light duty opportunities for injured workers.*
 - *Reducing workers' compensation experience modification rate from 1.26 to 1.2.*
- *Reduce average time to hire from 86 to 80 days.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Total New Hires	N/A	37	35
Average Days to Hire	86	88	80
Applicants per vacancy all career/all police	N/A	80/171	80/160
Number of wellness programs/Total participants	N/A	6/55	6/65
Number of trainings offered/Total attendance	N/A	5/260	7/280

Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Human Resources</i>	303,303	339,660	346,337	314,450
<i>Division Total</i>	303,303	339,660	346,337	314,450

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	144,119	160,800	165,000	177,000
<i>Fringe Benefits</i>	58,761	66,000	63,500	72,000
<i>Overtime</i>	2,259	500	4,500	3,000
<i>Employee Recognition</i>	50	-	-	-
<i>Personnel Subtotal</i>	205,189	227,300	233,000	252,000
<i>Supplies</i>	2,619	3,700	1,500	4,000
<i>Services and Charges</i>	60,206	64,710	61,710	9,350
<i>Miscellaneous</i>	35,289	43,950	50,127	49,100
<i>Division Total</i>	303,303	339,660	346,337	314,450

Human Resources

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$6,677 higher than budget.*
- *The variance is attributable to personnel costs associated with additional compliance requirements and additional administrative support.*

FY16 Budget Highlights:

- *Division expenditures are \$25,210 lower — a decrease of 7.4 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to the transfer of IT related software costs to the IT division. The City's online performance appraisal and recruiting system (\$32,500) and the time and attendance system (\$15,500) are included in the IT division's budget.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about three percent of division expenditures.*
- *Approximately 16 percent of division expenditures are categorized as miscellaneous. This category includes \$40,000 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.*
- *Conduct November 2015 City election (accounted for in the Legislative Division budget).*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Number of candidates for office processed	12 (two elections)	- No election	10
Percentage of voter turnout	10.1% in Nov 2013 27.85% in Apr 2014	N/A	18%
Number of Council meetings supported	41	52	44
Number of other meetings supported	36	32	40

City Clerk

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	2.00	2.00	2.50
<i>FTEs without benefits</i>	0.45	0.50	-
<i>Division Total</i>	2.45	2.50	2.50

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>City Clerk</i>	1.00	1.00
<i>Assistant City Clerk</i>	1.00	1.00
<i>Office Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	2.50	2.50

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>City Clerk</i>	239,640	294,200	276,985	294,500
<i>Division Total</i>	239,640	294,200	276,985	294,500

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	160,221	168,250	168,500	176,000
<i>Fringe Benefits</i>	62,912	75,250	74,500	76,000
<i>Overtime</i>	287	750	450	750
<i>Employee Recognition</i>	200	-	-	150
<i>Personnel Subtotal</i>	223,620	244,250	243,450	252,900
<i>Supplies</i>	3,685	3,500	4,335	4,800
<i>Services and Charges</i>	8,371	40,400	23,350	30,000
<i>Miscellaneous</i>	3,964	6,050	5,850	6,800
<i>Division Total</i>	239,640	294,200	276,985	294,500

City Clerk

Adopted to Estimated Actual FY15:

- *Division expenditures are projected to be \$17,215 less than budgeted. This difference is primarily the result of a delay in implementing a scanning/document management project. The project is planned for FY 2016.*

FY16 Budget Highlights:

- *Division expenditures are \$300 higher than budgeted expenditures for FY 15.*
- *FTEs remain at 2.5.*
- *Approximately 86 percent of division expenditures are personnel related.*
- *Expenditures classified as supplies comprise less than two percent of the division budget.*
- *Services and charges account for around ten percent of the division budget. This category includes \$15,000 to continue the digitizing of records, \$4,500 for codification of ordinances and web hosting of the City Code, and \$2,000 for legal advertising and notices.*
- *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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Office of the Chief</i>	2.88	3.00	3.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	28.00	28.50	30.50
<i>Criminal Investigations</i>	13.80	13.80	11.80
<i>Administrative Services</i>	7.15	7.17	7.17
<i>Department Total FTEs</i>	58.83	59.47	59.47

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Police Protection (State)</i>	420,029	431,752	383,425	431,752
<i>County Police Rebate</i>	952,413	951,540	920,187	945,540
<i>In Lieu of Police</i>	2,515,147	2,515,147	2,515,147	2,515,147
<i>In Lieu of Crossing Guard</i>	182,384	182,384	182,384	182,384
<i>Summons and Fines</i>	207,200	180,000	200,000	200,000
<i>Public Parking Facilities</i>	82,527	75,000	90,000	95,000
<i>Parking Permits</i>	15,390	12,000	10,000	12,500
<i>Parking Administrative Fees</i>	2,920	2,000	4,000	4,000
<i>Subtotal</i>	4,378,010	4,349,823	4,305,143	4,386,323
<i>General Fund</i>	2,080,144	2,361,916	2,308,410	2,629,367
<i>Department Total</i>	6,458,154	6,711,739	6,613,553	7,015,690

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	3,454,275	3,632,250	3,625,000	3,641,000
<i>Car and Clothing Allowances</i>	57,825	67,890	56,150	69,620
<i>Fringe Benefits</i>	1,912,664	2,116,850	1,948,000	2,308,420
<i>Overtime</i>	317,997	121,325	231,500	165,000
<i>Overtime-Training</i>	41,405	39,500	71,300	76,500
<i>Overtime-Holiday</i>	3,377	17,000	2,225	16,000
<i>Night Differential</i>	75,508	84,000	75,500	86,500
<i>Overtime-Courts</i>	17,078	60,487	76,769	80,500
<i>Overtime Staffing</i>	25,295	60,487	58,431	65,500
<i>Employee Recognition</i>	2,200	500	450	750
<i>Personnel Subtotal</i>	5,907,624	6,200,289	6,145,325	6,509,790
<i>Supplies</i>	302,964	281,100	243,669	218,550
<i>Services and Charges</i>	164,461	153,500	149,148	211,000
<i>Miscellaneous</i>	83,105	76,850	75,411	76,350
<i>Department Total</i>	6,458,154	6,711,739	6,613,553	7,015,690

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Office of the Chief</i>	454,900	446,950	471,808	534,130
<i>Communications</i>	462,868	574,400	557,400	578,900
<i>Operations</i>	3,607,291	3,419,879	3,596,718	3,787,910
<i>Criminal Investigations</i>	1,265,530	1,590,530	1,331,876	1,406,780
<i>Administrative Services</i>	667,565	679,980	655,751	707,970
<i>Department Total</i>	6,458,154	6,711,739	6,613,553	7,015,690

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$98,186 less than budget.*
- *The variance is attributable to lower than anticipated personnel and supply costs.*

FY16 Budget Highlights:

- *Departmental expenditures are \$303,951 – an increase of 4.5 percent – compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to increased funding for retirement plan and other personnel costs.*
- *Departmental FTEs remain unchanged.*
- *Approximately 93 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$309,501 compared to budgeted expenditures for FY15.*
- *The City's actuarially required contribution rate to the Police Employees' Retirement Plan increased from 41.29 percent to 42.65 percent. The City will contribute additional funds to the Plan which equates to a contribution rate of 46.18 percent.*
- *Supplies account for about three percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials. Budget costs for gasoline are down 38 percent from FY15.*
- *Services and charges account for about three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$53,000. Additionally, costs for a body worn camera contract have added an extra cost of \$35,000.*



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.*
- *Develop programs that improve trust and cooperation with young people. The department plans to launch a Police Explorer program to help meet this goal.*

Performance/Workload Measures:

Measurement	Calendar Year			
	2011	2012	2013	2014
Homicide	1	-	1	1
Rape	3	1	2	3
Robbery	32	42	36	35
Aggravated Assault	26	16	20	17
Personal Crime (Total)	62	59	59	56
Burglary	109	73	125	125
Larceny	317	364	364	430
Motor Vehicle Theft	77	54	42	53
Property Crime (Total)	503	491	531	608
UCR Part I Total	565	550	590	664

Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	2.88	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.88	3.00	3.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Chief of Police</i>	1.00	1.00
<i>Emergency Manager</i>	0.50	1.00
<i>PIO / Executive Assistant</i>	1.00	1.00
<i>Research / Policy Manager</i>	0.50	-
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Office of the Chief</i>	454,900	446,950	471,808	534,130
<i>Division Total</i>	454,900	446,950	471,808	534,130

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	205,998	220,500	222,000	228,000
<i>Car and Clothing Allowances</i>	1,500	1,500	1,500	1,500
<i>Fringe Benefits</i>	88,136	86,500	86,000	102,180
<i>Overtime</i>	2,933	2,500	1,500	2,500
<i>Overtime - Court</i>	-	-	173	-
<i>Overtime Staffing</i>	-	-	3,931	-
<i>Employee Recognition</i>	650	-	-	-
<i>Personnel Subtotal</i>	299,217	311,000	315,104	334,180
<i>Supplies</i>	18,879	12,600	35,093	17,600
<i>Services and Charges</i>	61,057	53,500	53,000	112,500
<i>Miscellaneous</i>	75,747	69,850	68,611	69,850
<i>Division Total</i>	454,900	446,950	471,808	534,130

Office of the Chief

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$24,858 more than budget.*

FY16 Budget Highlights:

- *Division expenditures are \$87,180 higher – an increase of 19.5 percent – compared to budgeted expenditures for FY15.*
- *The variance is attributable to the increase in personnel costs and contractual service costs.*
- *Division FTEs remain unchanged.*
- *Approximately 63 percent of division expenditures are personnel related.*
- *Services and charges account for about 21 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. Additional funds totaling \$59,000 have been budgeted for contracts to support body cameras, investigation and community relations.*
- *Approximately 13 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$18,000) and recruitment costs (\$10,000).*

Measurement	FY 14	FY15	Est FY16
Number of officers hired	3	5	1
Number of civilians hired	2	3	-
Emergency Management Activities	-	9	12
Emergency Management training	-	5	10
Community events	-	12	12
Community advisories	-	333	400
COG meetings	-	20	24

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:

	Calendar	Calendar	Projected
Measurement	2013	2014	2015
Number of calls for service dispatched	21,041	22,874	21,000

Communications

Staffing Summary

Actual

Adopted

Adopted

Police

<i>by Position Type (FTEs)</i>	<i>FY14</i>	<i>FY15</i>	<i>FY16</i>
<i>FTEs with benefits</i>	7.00	7.00	7.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	7.00	7.00	7.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Communications</i>	462,868	574,400	557,400	578,900
<i>Division Total</i>	462,868	574,400	557,400	578,900

Communications

<i>Wages</i>	289,680	348,000	366,500	350,000
<i>Car and Clothing Allowances</i>	2,160	2,400	2,400	2,400
<i>Fringe Benefits</i>	95,266	155,500	122,000	155,500
<i>Overtime</i>	24,270	17,500	14,500	17,500
<i>Overtime-Training</i>	440	1,000	1,000	1,000
<i>Overtime-Holiday</i>	2,033	3,000	1,000	3,000
<i>Night Differential</i>	12,592	11,000	14,500	13,500
<i>Employee Recognition</i>	200	-	-	-
<i>Personnel Subtotal</i>	426,641	538,400	521,900	542,900
<i>Supplies</i>	634	3,000	2,500	3,000
<i>Services and Charges</i>	35,593	33,000	33,000	33,000
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	462,868	574,400	557,400	578,900

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$17,000 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$4,500 higher — an increase of 0.8 percent — compared to budgeted expenditures for FY15.*
- *Division FTEs remain unchanged.*
- *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 2013	Calendar 2014	Projected 2015
Number of calls for service handled	14,379	14,921	14,900
Number of criminal and warrant arrests	399	400	450
Number of traffic stops	6,662	7,953	6,800

Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	28.00	28.00	30.00
<i>FTEs without benefits</i>	-	0.50	0.50
<i>Division Total</i>	28.00	28.50	30.50

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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	24.00
<i>Nuisance Control Specialist</i>	1.50	1.50
<i>Division Total FTEs</i>	28.50	30.50

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Operations</i>	3,607,291	3,419,879	3,596,718	3,787,910
<i>Division Total</i>	3,607,291	3,419,879	3,596,718	3,787,910

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	1,947,792	1,802,500	1,952,500	1,925,000
<i>Car and Clothing Allowances</i>	38,635	46,480	34,740	46,500
<i>Fringe Benefits</i>	1,069,036	1,123,500	1,111,000	1,350,410
<i>Overtime</i>	222,207	40,325	130,000	70,000
<i>Overtime - Training</i>	35,489	33,000	60,000	70,000
<i>Overtime – Holiday</i>	437	9,000	1,000	9,000
<i>Night Differential</i>	56,362	60,000	51,500	60,000
<i>Overtime - Court</i>	13,006	60,487	56,500	60,500
<i>Overtime Staffing</i>	23,023	60,487	49,500	60,500
<i>Employee Recognition</i>	550	100	100	750
<i>Personnel Subtotal</i>	3,406,537	3,235,879	3,446,840	3,652,660
<i>Supplies</i>	193,717	182,500	147,226	133,750
<i>Services and Charges</i>	4,577	-	1,152	-
<i>Miscellaneous</i>	2,460	1,500	1,500	1,500
<i>Division Total</i>	3,607,291	3,419,879	3,596,718	3,787,910

Operations

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$176,839 more than budget.*
- *The variance is primarily attributable to moving two FTEs from Criminal Investigation Division.*

FY16 Budget Highlights:

- *Division expenditures are \$368,031 higher - an increase of 10.7 percent - compared to budgeted expenditures for FY 15.*
- *The variance is primarily attributable to personnel costs.*
- *Division FTEs increase by 2.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for four percent of division expenditures. This category includes gasoline (\$71,750) and expenses related to vehicle repairs (\$39,000).*

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, SAT, 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 2013	Calendar 2014	Projected 2015
Number of cases assigned	239	199	245
Number of cases closed	100	91	124
Number of cases exceptionally cleared	13	25	15
Closure/clearance percentage	47	58	50
Number of search warrants obtained	23	41	25
Number of arrest warrants obtained	51	41	55
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	900	900	950
Number of court room accompaniments by Victim Assistance Coordinator	50	50	50

Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	<i>13.80</i>	<i>13.80</i>	<i>11.80</i>
<i>FTEs without benefits</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Division Total</i>	<i>13.80</i>	<i>13.80</i>	<i>11.80</i>

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Police Captain</i>	<i>1.00</i>	<i>1.00</i>
<i>Police Lieutenant</i>	<i>-</i>	<i>-</i>
<i>Police Sergeant</i>	<i>2.00</i>	<i>2.00</i>
<i>Police Officer</i>	<i>8.00</i>	<i>6.00</i>
<i>Victim / Witness Coordinator</i>	<i>0.80</i>	<i>0.80</i>
<i>Crime Analyst</i>	<i>1.00</i>	<i>1.00</i>
<i>Evidence Specialist</i>	<i>1.00</i>	<i>1.00</i>
<i>Division Total FTEs</i>	<i>13.80</i>	<i>11.80</i>

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Criminal Investigations</i>	<i>1,265,530</i>	<i>1,590,530</i>	<i>1,331,876</i>	<i>1,406,780</i>
<i>Division Total</i>	<i>1,265,530</i>	<i>1,590,530</i>	<i>1,331,876</i>	<i>1,406,780</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	<i>674,246</i>	<i>928,000</i>	<i>748,500</i>	<i>790,000</i>
<i>Car and Clothing Allowances</i>	<i>10,980</i>	<i>12,480</i>	<i>12,480</i>	<i>14,220</i>
<i>Fringe Benefits</i>	<i>440,637</i>	<i>524,500</i>	<i>422,500</i>	<i>462,060</i>
<i>Overtime</i>	<i>64,324</i>	<i>55,000</i>	<i>76,000</i>	<i>65,000</i>
<i>Overtime--Training</i>	<i>4,866</i>	<i>4,000</i>	<i>9,500</i>	<i>4,000</i>
<i>Overtime--Holiday</i>	<i>-</i>	<i>4,000</i>	<i>-</i>	<i>4,000</i>
<i>Night Differential</i>	<i>11,185</i>	<i>12,500</i>	<i>9,500</i>	<i>12,500</i>
<i>Overtime—Court</i>	<i>-</i>	<i>-</i>	<i>20,000</i>	<i>20,000</i>
<i>Overtime—Staff Shortage</i>	<i>-</i>	<i>-</i>	<i>5,000</i>	<i>5,000</i>
<i>Employee Recognition</i>	<i>650</i>	<i>50</i>	<i>-</i>	<i>-</i>
<i>Personnel Subtotal</i>	<i>1,206,888</i>	<i>1,540,530</i>	<i>1,303,480</i>	<i>1,376,780</i>
<i>Supplies</i>	<i>56,730</i>	<i>46,000</i>	<i>27,000</i>	<i>30,000</i>
<i>Services and Charges</i>	<i>1,512</i>	<i>3,500</i>	<i>996</i>	<i>-</i>
<i>Miscellaneous</i>	<i>400</i>	<i>500</i>	<i>400</i>	<i>-</i>
<i>Division Total</i>	<i>1,265,530</i>	<i>1,590,530</i>	<i>1,331,876</i>	<i>1,406,780</i>

Criminal Investigations

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$258,654 less than budget.*
- *The variance is attributable to moving two FTEs to Operations Division.*

FY16 Budget Highlights:

- *Division expenditures are \$183,750 lower - a decrease of 11.5 percent - compared to budgeted expenditures for FY 15.*
- *The budgetary decrease is attributable to personnel costs.*
- *Division FTEs decrease by 2.*
- *Approximately 98 percent of division expenditures are personnel related.*

Administrative Services

Division Purpose:

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

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 2013	Calendar 2014	Projected 2015
Number of calls for service handled	14,379	14,921	14,900
Number of criminal and warrant arrests	399	400	450
Number of traffic stops	6,662	7,953	6,800

Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	7.05	6.69	6.69
<i>FTEs without benefits</i>	0.10	0.48	0.48
<i>Division Total</i>	7.15	7.17	7.17

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	-
<i>Police Warrants Security Specialist</i>	-	-
<i>Administrative Assistant III</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Administrative Assistant I</i>	1.00	1.00
<i>Crossing Guard</i>	3.17	3.17
<i>Division Total FTEs</i>	7.17	7.17

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administrative Services</i>	667,565	679,980	655,751	707,970
<i>Division Total</i>	667,565	679,980	655,751	707,970

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	336,559	333,250	335,500	348,000
<i>Car and Clothing Allowances</i>	4,550	5,030	5,030	5,000
<i>Fringe Benefits</i>	219,588	226,850	206,500	238,270
<i>Overtime</i>	6,088	6,000	9,500	10,000
<i>Overtime--Training</i>	610	1,500	800	1,500
<i>Overtime--Holiday</i>	705	1,000	225	-
<i>Night Differential</i>	90	500	-	500
<i>Overtime—Court</i>	-	-	96	-
<i>Employee Recognition</i>	150	350	350	-
<i>Personnel Subtotal</i>	568,340	574,480	558,001	603,270
<i>Supplies</i>	33,003	37,000	31,850	34,200
<i>Services and Charges</i>	61,723	63,500	61,000	65,500
<i>Miscellaneous</i>	4,499	5,000	4,900	5,000
<i>Division Total</i>	667,565	679,980	655,751	707,970

Administrative Services

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$24,229 lower than budget.*

FY16 Budget Highlights:

- *Division expenditures are \$27,990 higher— an increase of 4.1 percent — compared to budgeted expenditures for FY15.*
- *The increase is due to higher personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 85 percent of division expenditures are personnel related.*
- *Approximately five percent of division expenditures are categorized as supplies. This category includes \$10,700 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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	2.50	3.00	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	10.00
<i>Gardens</i>	2.00	3.00	3.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.35	1.85	1.85
<i>Department Total FTEs</i>	32.85	34.85	35.85

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Highway User Fees</i>	289,165	302,691	300,866	341,665
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	73,066	72,000	70,642	70,700
<i>Recyclable Sales</i>	1,061	3,000	3,000	3,000
<i>Mulch Sales</i>	25,155	20,000	16,000	20,000
<i>Special Trash Pickup</i>	7,930	10,000	10,000	10,000
<i>Excavation/Driveway Permits</i>	2,640	3,000	3,000	3,000
<i>Tree Permits</i>	10,065	12,000	12,000	12,000
<i>Tree Fund</i>	15,000	25,000	25,000	25,000
<i>Subtotal</i>	1,167,281	1,190,890	1,183,707	1,228,564
<i>General Fund</i>	3,108,326	3,382,170	3,140,903	3,458,936
<i>Department Total</i>	4,275,607	4,573,060	4,324,610	4,687,500

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	<i>1,506,956</i>	<i>1,756,800</i>	<i>1,612,000</i>	<i>1,828,800</i>
<i>Car and Clothing Allowances</i>	<i>10,574</i>	<i>11,400</i>	<i>11,000</i>	<i>12,400</i>
<i>Fringe Benefits</i>	<i>658,194</i>	<i>766,020</i>	<i>703,000</i>	<i>775,500</i>
<i>Overtime</i>	<i>107,582</i>	<i>62,170</i>	<i>107,465</i>	<i>74,550</i>
<i>Night Differential</i>	<i>9,001</i>	<i>11,000</i>	<i>10,500</i>	<i>11,000</i>
<i>Contractual Labor</i>	<i>234,511</i>	<i>107,640</i>	<i>189,500</i>	<i>121,600</i>
<i>Employee Recognition</i>	<i>1,400</i>	<i>900</i>	<i>900</i>	<i>350</i>
<i>Personnel Subtotal</i>	<i>2,528,218</i>	<i>2,715,930</i>	<i>2,634,365</i>	<i>2,824,200</i>
<i>Supplies</i>	<i>573,246</i>	<i>615,215</i>	<i>530,698</i>	<i>577,150</i>
<i>Services and Charges</i>	<i>974,700</i>	<i>1,014,375</i>	<i>960,770</i>	<i>1,050,975</i>
<i>Miscellaneous</i>	<i>199,443</i>	<i>227,540</i>	<i>198,777</i>	<i>235,175</i>
<i>Department Total</i>	<i>4,275,607</i>	<i>4,573,060</i>	<i>4,324,610</i>	<i>4,687,500</i>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	<i>434,102</i>	<i>563,600</i>	<i>543,420</i>	<i>559,125</i>
<i>Building Maintenance</i>	<i>908,358</i>	<i>870,750</i>	<i>847,250</i>	<i>888,700</i>
<i>Equipment Maintenance</i>	<i>469,230</i>	<i>531,905</i>	<i>465,788</i>	<i>492,000</i>
<i>Right-of-Way Maintenance</i>	<i>1,066,316</i>	<i>1,024,090</i>	<i>953,452</i>	<i>1,052,550</i>
<i>Solid Waste Management</i>	<i>794,451</i>	<i>826,840</i>	<i>819,465</i>	<i>876,750</i>
<i>Gardens</i>	<i>196,156</i>	<i>221,175</i>	<i>209,435</i>	<i>233,275</i>
<i>Urban Forest</i>	<i>192,905</i>	<i>239,900</i>	<i>227,400</i>	<i>262,900</i>
<i>City Engineer</i>	<i>214,089</i>	<i>294,800</i>	<i>258,400</i>	<i>322,200</i>
<i>Department Total</i>	<i>4,275,607</i>	<i>4,573,060</i>	<i>4,324,610</i>	<i>4,687,500</i>

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$248,450 lower or 5.4 percent less than budget.*
- *The variances are primarily attributable to staff vacancies and lower than projected costs for supplies such as fuel*

FY16 Budget Highlights:

- *Departmental expenditures are \$114,440 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY15.*
- *Departmental FTEs increase by 1 FTE.*
- *Approximately 61 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$108,270 compared to budgeted expenditures for FY15.*
- *Approximately 12 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 \$160,000.*



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 Sustainability programs including the Green Home Energy Challenge.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Permits processed *	88	90	70
# of homes Green Home Energy Certified		10	75
# of buildings in Neighborhood Energy Challenge		3	10
# of neighborhood teams in Energy Challenge		2	10
# of low/moderate income homes receiving energy make-overs		0	25

** 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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	2.50	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.50	3.00	3.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Sustainability Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	434,102	563,600	543,420	559,125
<i>Division Total</i>	434,102	563,600	543,420	559,125

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	156,702	237,500	245,500	271,800
<i>Fringe Benefits</i>	66,572	109,500	83,500	89,500
<i>Overtime</i>	1,316	600	550	600
<i>Contractual Labor</i>	42,539	-	-	-
<i>Employee Recognition</i>	250	-	-	-
<i>Personnel Subtotal</i>	267,379	347,600	329,550	361,900
<i>Supplies</i>	10,653	11,400	9,000	12,500
<i>Services and Charges</i>	147,398	195,900	192,870	149,900
<i>Miscellaneous</i>	8,672	8,700	12,000	34,825
<i>Division Total</i>	434,102	563,600	543,420	559,125

Administration

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$20,180 lower or 3.6 percent less than budget.*
- *The variance is primarily attributable to lower personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$4,475 lower — a decrease of .8 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to a decrease in services and charges*
- *Division FTEs have remained the same.*
- *Approximately 65 percent of division expenditures are personnel related.*
- *Services and charges account for 27 percent of division expenditures. This category includes sustainability programs (\$85,800), cost of telephone service (\$13,000), departmental radios and gps units (\$24,000), printing and copying charges (\$15,400), and postage charges (\$11,000).*
- *Miscellaneous charges account for 6 percent of division expenditures and include training, conference costs and association dues, as well as funding for special events and awards related to the Green Home and Neighborhood Energy Challenges.*

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 FY14	Estimated FY15	Projected FY16
Expenditures for Facility Maintenance by Contractor	\$203,196	\$175,000	\$174,000
Expenditures for Facility Maintenance In-House (not including personnel costs)	\$20,908	\$26,000	\$26,000
Contractor Hours dedicated to cleaning/week	8	8	8
Staff Hours dedicated to cleaning/week	160	160	160
Utility Costs (electric, water, gas)	\$141,164	\$149,000	\$154,000

Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Building Maintenance</i>	908,358	870,750	847,250	888,700
<i>Division Total</i>	908,358	870,750	847,250	888,700

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	252,374	267,900	265,500	268,000
<i>Fringe Benefits</i>	109,240	116,750	116,500	115,500
<i>Overtime</i>	14,076	6,000	10,200	6,000
<i>Car and Clothing Allowances</i>	2,400	2,400	2,400	2,400
<i>Night Differential</i>	9,001	11,000	10,500	11,000
<i>Contractual Labor</i>	15,744	4,000	7,500	4,000
<i>Employee Recognition</i>	50	300	300	-
<i>Personnel Subtotal</i>	402,885	408,350	412,900	406,900
<i>Supplies</i>	62,030	61,500	67,250	75,500
<i>Services and Charges</i>	443,443	398,900	367,100	404,300
<i>Miscellaneous</i>	-	2,000	-	2,000
<i>Division Total</i>	908,358	870,750	847,250	888,700

Building Maintenance

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$23,500 lower or 2.7 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated utility costs and deferment of some special projects to FY16.*

FY16 Budget Highlights:

- *Division expenditures are \$17,950 higher — an increase of 2 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to increased costs for service contracts and purchase of additional equipment for snow removal.*
- *Approximately 46 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 FY14	Estimated FY15	Projected FY16
Number of vehicles maintained	81	87	89
Number of vehicles purchased	5	6	8
Pieces of equipment purchased	1	0	4
Number of vehicle/ equipment work orders	1,037	1,100	1,100
Number of preventative maintenance performed	199	200	210

Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Equipment Maintenance</i>	469,230	531,905	465,788	492,000
<i>Division Total</i>	469,230	531,905	465,788	492,000

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	179,800	187,150	168,000	200,500
<i>Fringe Benefits</i>	74,830	76,900	75,000	87,500
<i>Car and Clothing Allowances</i>	600	600	600	1,200
<i>Overtime</i>	9,256	5,250	8,000	5,250
<i>Employee Recognition</i>	550	300	300	-
<i>Personnel Subtotal</i>	265,036	270,200	251,900	294,450
<i>Supplies</i>	195,529	240,565	192,013	176,400
<i>Services and Charges</i>	6,837	17,800	20,500	17,800
<i>Miscellaneous</i>	1,828	3,340	1,375	3,350
<i>Division Total</i>	469,230	531,905	465,788	492,000

Equipment Maintenance

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$66,117 lower or 12.4 percent less than budget.*
- *The variance is primarily attributable to lower than budgeted personnel costs and fuel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$39,905 lower — a decrease of 7.5 percent — compared to budgeted expenditures for FY15. The variance is attributable to decreases in projected fuel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 60 percent of division expenditures are personnel related.*
- *Gasoline and diesel costs total \$71,500 or 15 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 \$76,200, or 16 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 FY14	Estimated FY15	Projected FY16
Number of mulch sales	624	600	600
# of streets receiving preventative maintenance	5	8	10
# of street sweeping cycles annually	16	16	20

Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Right-of-Way Maintenance</i>	1,066,316	1,024,090	953,452	1,052,550
<i>Division Total</i>	1,066,316	1,024,090	953,452	1,052,550

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	335,370	344,250	301,500	350,000
<i>Fringe Benefits</i>	156,217	172,070	148,500	175,000
<i>Overtime</i>	42,609	26,620	37,730	29,750
<i>Car and Clothing Allowances</i>	2,974	3,200	3,200	3,200
<i>Contractual Labor</i>	88,119	78,000	98,000	88,000
<i>Employee Recognition</i>	-	200	200	350
<i>Personnel Subtotal</i>	625,289	624,340	589,130	646,300
<i>Supplies</i>	172,872	133,550	111,800	136,050
<i>Services and Charges</i>	255,569	257,700	248,100	261,200
<i>Miscellaneous</i>	12,586	8,500	4,422	9,000
<i>Division Total</i>	1,066,316	1,024,090	953,452	1,052,550

Right-of-Way Maintenance

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$70,638 lower or 6.9 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs, supplies and repair and maintenance costs.*

FY16 Budget Highlights:

- *Division expenditures are \$28,460 higher — an increase of 2.8 percent — compared to budgeted expenditures for FY15. The variance is attributable to the increase in personnel costs.*
- *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 (\$23,000), park supplies (\$47,000), and snow removal materials (\$43,550).*
- *Services and 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 FY14	Estimated FY15	Projected FY16
Tons of trash	3,082	3,000	2,900
Tons of recycling	1,546	1,500	1,500
Tons of yard waste collected	364	450	450
Tons of food waste collected	116	240	450
# of ROW containers serviced	120	120	125

Solid Waste Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	9.00	9.00	10.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	9.00	9.00	10.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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	5.00
<i>Division Total FTEs</i>	9.00	10.00

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Solid Waste Management</i>	794,451	826,840	819,465	876,750
<i>Division Total</i>	794,451	826,840	819,465	876,750

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	340,939	370,700	339,000	397,500
<i>Car and Clothing Allowances</i>	3,400	3,600	3,600	4,000
<i>Fringe Benefits</i>	162,947	168,700	163,500	184,000
<i>Overtime</i>	33,645	18,000	41,685	25,250
<i>Contractual Labor</i>	40,618	8,640	42,000	9,600
<i>Employee Recognition</i>	400	-	-	-
<i>Personnel Subtotal</i>	581,949	569,640	589,785	620,350
<i>Supplies</i>	17,656	16,700	14,000	21,700
<i>Services and Charges</i>	19,056	38,500	35,000	57,200
<i>Miscellaneous</i>	175,790	202,000	180,680	177,500
<i>Division Total</i>	794,451	826,840	819,465	876,750

Solid Waste Management

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$7,375 lower or 0.9 percent less than budget.*
- *The variance is due to lower than anticipated disposal fees.*

FY16 Budget Highlights:

- *Division expenditures are \$49,910 higher — an increase of 6 percent — compared to budgeted expenditures for FY15.*
- *Division FTEs increase by 1. The position is a Sanitation Technician to assist with bringing the food waste collection program entirely in-house.*
- *Approximately 71 percent of division expenditures are personnel related.*
- *Approximately 23 percent of division expenditures are for disposal and/or processing of materials, including \$160,000 for solid waste and household hazardous waste disposal and \$44,200 for processing fees for single stream recycling, 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 and funding allows.*
- *Improve the appearance of the City facilities through enhanced garden areas.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
# of new gardens created	8	3	5
# of existing gardens enhanced	12	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 FY16.

Gardens

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	2.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>City Gardener</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	2.00	2.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Gardens</i>	196,156	221,175	209,435	233,275
<i>Division Total</i>	196,156	221,175	209,435	233,275

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	89,481	128,800	103,500	130,500
<i>Fringe Benefits</i>	33,815	50,100	43,500	51,500
<i>Overtime</i>	3,895	3,500	6,000	5,500
<i>Car and Clothing Allowances</i>	800	1,200	800	1,200
<i>Contractual Labor</i>	47,490	17,000	42,000	20,000
<i>Employee Recognition</i>	150	-	-	-
<i>Personnel Subtotal</i>	175,631	200,600	195,800	208,700
<i>Supplies</i>	19,366	17,500	11,635	21,000
<i>Services and Charges</i>	1,017	2,075	1,700	2,075
<i>Miscellaneous</i>	142	1,000	300	1,500
<i>Division Total</i>	196,156	221,175	209,435	233,275

Gardens

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$11,740 lower or 5.3 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel and supply costs.*

FY16 Budget Highlights:

- *Division expenditures are \$12,100 higher — an increase of 5.5 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to additional funding for personnel costs and supplies.*
- *Division FTEs remain the same.*
- *Approximately 90 percent of division expenditures are personnel related.*
- *Supplies comprise about nine 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 FY14	Estimated FY15	Projected FY16
Number of trees removed by permit	60	60	60
Number of undesirable species trees removed by permit	15	20	20
Number of tree protection plan permits	10	15	15
Waivers issued by City Arborist	127	115	115
Number of permit denials	14	10	10
Number of trees planted in the right-of-way	106	115	120
Number of bulk buy trees planted on private property	41	50	50
Tree Impact Assessments	66	50	50
# of municipal infraction citations issued.	3	3	5

Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</i>
<i>City Arborist</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Urban Forest</i>	192,905	239,900	227,400	262,900
<i>Division Total</i>	192,905	239,900	227,400	262,900

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	66,905	69,000	68,500	71,000
<i>Fringe Benefits</i>	21,404	21,500	21,500	22,500
<i>Overtime</i>	2,508	2,000	2,000	2,000
<i>Car and Clothing Allowances</i>	400	400	400	400
<i>Personnel Subtotal</i>	91,217	92,900	92,400	95,900
<i>Supplies</i>	95,139	134,000	125,000	134,000
<i>Services and Charges</i>	6,124	11,000	10,000	31,000
<i>Miscellaneous</i>	425	2,000	-	2,000
<i>Division Total</i>	192,905	239,900	227,400	262,900

Urban Forest

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$12,500 lower, or 5.2 percent less than budget.*
- *The variance is attributable to lower than anticipated costs for supplies and bulk buy participation.*

FY16 Budget Highlights:

- *Division expenditures are \$23,000 higher — an increase of 9.6 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to an increase in invasive removal contracts.*
- *Division FTEs remain unchanged.*
- *Approximately 37 percent of division expenditures are personnel related.*
- *About 49 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 12 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.*
- *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 FY14	Estimated FY15	Projected FY16
Miles of road resurfaced	1.76	1.50	1.50
Square feet of asphalt patch	5,000	5,000	7,500
Square yards of new sidewalk constructed	580	1,400	1,500
Square yards of sidewalk repaired	4,848	3,500	4,000

City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	1.35	1.85	1.85
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.35	1.85	1.85

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>City Engineer</i>	0.50	0.50
<i>Public Works Projects Coordinator</i>	0.60	0.60
<i>Administrative Assistant II</i>	-	-
<i>Field Construction Manager</i>	0.75	0.75
<i>Division Total FTEs</i>	1.85	1.85

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>City Engineer</i>	214,089	294,800	258,400	322,200
<i>Division Total</i>	214,089	294,800	258,400	322,200

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	85,386	151,500	120,500	139,500
<i>Fringe Benefits</i>	33,169	50,500	51,000	50,000
<i>Overtime</i>	278	200	1,300	200
<i>Employee Recognition</i>	-	100	100	-
<i>Personnel Subtotal</i>	118,833	202,300	172,900	189,700
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	95,256	92,500	85,500	127,500
<i>Miscellaneous</i>	-	-	-	5,000
<i>Division Total</i>	214,089	294,800	258,400	322,200

City Engineer

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$36,400 lower, or 12.3 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$27,400 higher — an increase of 9.3 percent — compared to budgeted expenditures for FY15.*
- *Approximately 59 percent of division expenditures are personnel related.*
- *Approximately 39 percent of division expenditures are related to services and charges, specifically contractual engineering and pavement maintenance and infrastructure repairs. Additional funds (\$30,000) have been provided to improve the crosswalks on Maple Avenue.*
- *Miscellaneous charges account for about two percent of the division expenditures. In FY15, the City became a member of One Call, a state-wide organization established to protect underground utilities from excavation, due to our ownership of underground telecommunications and streetlight conduit. The City is charged a fee for each Miss Utility ticket entered into the system. As a result of our membership, the City now has better information regarding planned excavation activities city-wide. Charges for the membership are projected to be \$5,000 annually.*



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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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	11.50	2.40	2.40
<i>Takoma Park Recreation Center</i>	2.08	3.71	3.71
<i>Community Programs</i>	0.60	2.21	2.21
<i>Athletic Fields and Facilities</i>	-	0.10	0.10
<i>Camps</i>	1.67	2.42	2.42
<i>Before and After School Programs</i>	1.21	2.31	2.31
<i>Community Center</i>	2.70	6.74	6.74
<i>Department Total FTEs</i>	19.76	19.89	19.89

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Takoma/Langley</i>				
<i>Recreation Agreement</i>	87,650	87,650	87,650	87,650
<i>Program/Service Charges</i>	524,403	478,000	517,100	560,000
<i>Subtotal</i>	612,053	565,650	604,750	647,650
<i>General Fund</i>	781,070	1,049,755	948,980	1,131,855
<i>Department Total</i>	1,393,123	1,615,405	1,553,730	1,779,505

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	801,934	920,680	900,900	959,500
<i>Fringe Benefits</i>	261,534	304,500	283,250	312,500
<i>Overtime</i>	2,214	5,800	2,400	5,800
<i>Employee Recognition</i>	150	200	275	200
<i>Personnel Subtotal</i>	1,065,832	1,231,180	1,186,825	1,278,000
<i>Supplies</i>	19,569	23,050	20,858	28,200
<i>Services and Charges</i>	200,142	224,350	222,077	355,300
<i>Miscellaneous</i>	107,580	136,825	123,970	118,005
<i>Department Total</i>	1,393,123	1,615,405	1,553,730	1,779,505

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	949,080	315,475	319,019	403,485
<i>Takoma Park Recreation Center</i>	79,586	236,950	227,891	246,550
<i>Community Programs</i>	53,789	190,650	185,099	200,813
<i>Athletic Fields and Facilities</i>	35,508	54,300	47,705	55,000
<i>Camps</i>	36,435	113,700	109,266	119,310
<i>Before and After School Programs</i>	41,961	137,930	120,300	139,007
<i>Community Center</i>	196,764	566,400	544,450	615,340
<i>Department Total</i>	1,393,123	1,615,405	1,553,730	1,779,505

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$61,675 less than budget.*
- *The variance is attributable to personnel costs and miscellaneous expenses.*

FY16 Budget Highlights:

- *Departmental expenditures are \$164,100 higher — an increase of 10.2 percent — compared to budgeted expenditures for FY15.*
- *Departmental FTEs remained unchanged.*
- *Approximately 72 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$46,820 compared to budgeted expenditures for FY15.*
- *Services and charges account for about 20 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$21,000), contractual program instruction (\$112,600), and rental of school facilities (\$19,000).*
- *Miscellaneous expenditures represent approximately seven 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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	11.50	2.40	2.40
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	11.50	2.40	2.40

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Recreation Director</i>	0.70	0.70
<i>Assistant Recreation Director</i>	0.50	0.50
<i>Administrative Assistant I</i>	0.20	0.20
<i>Administrative Assistant II</i>	1.00	1.00
<i>Division Total FTEs</i>	2.40	2.40

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	949,080	315,475	319,019	403,485
<i>Division Total</i>	949,080	315,475	319,019	403,485

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	635,100	170,050	170,000	176,500
<i>Fringe Benefits</i>	238,689	64,150	64,000	65,500
<i>Overtime</i>	977	800	100	800
<i>Employee Recognition</i>	150	-	-	30
<i>Personnel Subtotal</i>	874,916	235,000	234,100	242,830
<i>Supplies</i>	6,319	6,500	6,470	6,500
<i>Services and Charges</i>	62,607	65,850	69,011	143,850
<i>Miscellaneous</i>	5,238	8,125	9,438	10,305
<i>Division Total</i>	949,080	315,475	319,019	403,485

Administration

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$3,544 more than budget.*
- *The variance is primarily attributable to ActiveNet fees and charges.*

FY16 Budget Highlights:

- *Division expenditures are \$88,010 higher — an increase of 27.9 percent — compared to budgeted expenditures for FY15.*
- *Division FTEs remain unchanged.*
- *Approximately 60 percent of division expenditures are personnel related.*
- *Services and charges represent about 36 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 (\$34,000).*
- *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. The County operating payment covers only about 56% of the expenses not covered by user fees; Takoma Park taxpayers subsidize the County operations at a cost of about \$70,000 annually.

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 FY14	Estimated FY15	Projected FY16
Memberships (Gym)	83	70	70
Memberships (Fitness Only)	38	30	35
Memberships (55+)	18	100	110
People served	16,851	15,500	15,500

Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	-	1.50	0.95
<i>FTEs without benefits</i>	2.08	2.21	2.76
<i>Division Total</i>	2.08	3.71	3.71

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Recreation Director</i>	0.10	0.10
<i>Assistant Recreation Director</i>	0.25	0.25
<i>Recreation Supervisor I</i>	1.15	0.95
<i>Recreation Supervisor II</i>	-	0.20
<i>Part-time Staff</i>	2.21	2.21
<i>Division Total FTEs</i>	3.71	3.71

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Takoma Park Recreation Center</i>	79,586	236,950	227,891	246,550
<i>Division Total</i>	79,586	236,950	227,891	246,550

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	51,113	161,800	160,000	170,500
<i>Fringe Benefits</i>	4,959	41,600	38,500	42,500
<i>Overtime</i>	849	500	300	500
<i>Employee Recognition</i>	-	-	60	-
<i>Personnel Subtotal</i>	56,921	203,900	198,860	213,500
<i>Supplies</i>	1,225	2,400	2,398	2,400
<i>Services and Charges</i>	18,705	26,500	22,500	26,500
<i>Miscellaneous</i>	2,735	4,150	4,133	4,150
<i>Division Total</i>	79,586	236,950	227,891	246,550

Takoma Park Recreation Center

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$9,059 less than budget.*
- *The variance is primarily attributable to personnel costs and instructor contracts.*

FY16 Budget Highlights:

- *Division expenditures are \$9,600 higher — an increase of 4.1 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to part-time staff wage increase and support.*
- *Division FTEs remained unchanged.*
- *Approximately 87 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 6-14.*
- *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.*
- *Implement a Young Adult Summer Basketball League with an emphasis on ages 18-25.*
- *Implement a Teen Twilight Sports Program at the New Hampshire Avenue Recreation Center.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Flag Football Participants	105	120	120
Y.E.S. Participants	95	80	80
T-Ball Participants	120	120	120
Winter Basketball Participants	644	662	650
Tennis Lesson Participants	54	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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	0.60	1.70	1.70
<i>FTEs without benefits</i>	-	0.51	0.51
<i>Division Total</i>	0.60	2.21	2.21

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Asst. Rec. Director</i>	0.10	0.10
<i>Recreation Supervisor I</i>	0.10	0.10
<i>Recreation Supervisor II</i>	0.50	0.50
<i>Recreation Coordinator I</i>	1.00	1.00
<i>Seasonal Staff</i>	0.51	0.51
<i>Division Total FTEs</i>	2.21	2.21

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Community Programs</i>	53,789	190,650	185,099	200,813
<i>Division Total</i>	53,789	190,650	185,099	200,813

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	9,859	104,350	104,300	109,000
<i>Fringe Benefits</i>	805	36,000	33,500	37,500
<i>Overtime</i>	-	2,100	600	2,100
<i>Employee Recognition</i>	-	-	10	13
<i>Personnel Subtotal</i>	10,664	142,450	138,410	148,613
<i>Supplies</i>	-	350	340	-
<i>Services and Charges</i>	7,603	7,500	7,500	7,850
<i>Miscellaneous</i>	35,522	40,350	38,849	44,350
<i>Division Total</i>	53,789	190,650	185,099	200,813

Community Programs

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$5,551 less than the budget.*
- *The variance is primarily attributable to personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$10,163 higher – an increase of 5.3 percent – compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to new Teen Twilight and Adult Sports programs and personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 74 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 22 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 FY14	Estimated FY15	Projected FY16
Number of seeding applications	2	2	2

Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	-	0.10	0.10
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	-	0.10	0.10

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Recreation Supervisor II</i>	0.10	0.10
<i>Division Total FTEs</i>	0.10	0.10

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Athletic Fields and Facilities</i>	35,508	54,300	47,705	55,000
<i>Division Total</i>	35,508	54,300	47,705	55,000

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	-	7,050	6,800	7500
<i>Fringe Benefits</i>	-	3,250	3,250	3500
<i>Overtime</i>	-	-	100	-
<i>Employee Recognition</i>	-	-	5	-
<i>Personnel Subtotal</i>	-	10,300	10,155	11,000
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	35,508	44,000	37,550	44,000
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	35,508	54,300	47,705	55,000

Athletic Fields & Facilities

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$6,595 less than budget.*
- *The variance is attributable to a reduction in the number of hours used for Montgomery County ICB rentals and landscape maintenance contracts.*

FY16 Budget Highlights:

- *Division expenditures are \$700 higher — an increase of 1.3 percent — compared to budgeted expenditures for FY15.*
- *Division FTEs remain unchanged.*
- *Services and charges represent 80 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$17,783).*
- *Services and charges also include the monies paid to the Interagency Coordinating Board (ICB) for the rental of school facilities for City-provided recreational programs (\$19,000).*

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 70%.*
- *Provide skill building camp opportunities for teens that will increase personal development and increase job readiness.*
- *Continue to provide new and innovative specialty camps that are tailored to meet the needs of the community.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Number of participants in Counselor-in-Training Program	4	4	5
Percentage of favorable ratings for Spring Break Camp	86	90	92
Percentage of evaluations returned for Spring Break Camp	70	75	80
Percentage of favorable ratings for Summer Camp	85	88	90
Percentage of evaluations returned for Summer Camp	60	69	76
Implement summer specialty camps	13	13	15
Number of skill building teen camp opportunities	1	1	1

Camps

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	-	0.75	0.75
<i>FTEs without benefits</i>	1.67	1.67	1.67
<i>Division Total</i>	<i>1.67</i>	<i>2.42</i>	<i>2.42</i>

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Asst. Rec. Director</i>	0.05	0.05
<i>Recreation Supervisor I</i>	0.20	0.20
<i>Recreation Supervisor II</i>	0.50	0.50
<i>Seasonal Staff</i>	1.67	1.67
<i>Division Total FTEs</i>	<i>2.42</i>	<i>2.42</i>

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Camps</i>	36,435	113,700	109,266	119,310
<i>Division Total</i>	<i>36,435</i>	<i>113,700</i>	<i>109,266</i>	<i>119,310</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	15,959	67,700	67,000	72,000
<i>Fringe Benefits</i>	1,367	22,200	22,000	23,500
<i>Overtime</i>	-	800	200	800
<i>Employee Recognition</i>	-	-	-	10
<i>Personnel Subtotal</i>	<i>17,326</i>	<i>90,700</i>	<i>89,200</i>	<i>96,310</i>
<i>Supplies</i>	1,683	1,800	1,800	1,800
<i>Services and Charges</i>	12,712	15,600	12,816	15,600
<i>Miscellaneous</i>	4,714	5,600	5,450	5,600
<i>Division Total</i>	<i>36,435</i>	<i>113,700</i>	<i>109,266</i>	<i>119,310</i>

Camps

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$4,434 less than budget.*
- *The variance is attributable to instructor contracts.*

FY16 Budget Highlights:

- *Division expenditures are \$5,610 higher – an increase of 4.9 percent – compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to salaries and benefits.*
- *Approximately 81 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 13 percent of division expenditures. This category includes contractual costs for special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately five 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.*
- *Provide fresh and healthy snacks at least one time per week for the aftercare programs.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Percentage of staff receiving six hours of training	100	100	100
Percentage of evaluations returned	72	75	80
Staff-led clubs and activities	6	6	6
Percentage of favorable ratings for Before/After Care	85	88	90
Contractor-led clubs/ activities	2	2	2

Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	-	0.60	0.60
<i>FTEs without benefits</i>	1.21	1.71	1.71
<i>Division Total</i>	<i>1.21</i>	<i>2.31</i>	<i>2.31</i>

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Asst. Rec. Director</i>	0.05	0.05
<i>Recreation Supervisor II</i>	0.15	0.15
<i>Recreation Supervisor I</i>	0.40	0.40
<i>Recreation Specialist</i>	0.50	0.50
<i>Seasonal Staff</i>	1.21	1.21
<i>Division Total FTEs</i>	<i>2.31</i>	<i>2.31</i>

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Before and After School Programs</i>	41,961	137,930	120,300	139,007
<i>Division Total</i>	<i>41,961</i>	<i>137,930</i>	<i>120,300</i>	<i>139,007</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	26,070	96,130	87,000	96,000
<i>Fringe Benefits</i>	4,763	30,300	22,500	31,500
<i>Overtime</i>	-	500	-	500
<i>Employee Recognition</i>	-	-	-	7
<i>Personnel Subtotal</i>	<i>30,833</i>	<i>126,930</i>	<i>109,500</i>	<i>128,007</i>
<i>Supplies</i>	4,556	5,500	5,500	5,500
<i>Services and Charges</i>	6,472	4,900	4,700	4,900
<i>Miscellaneous</i>	100	600	600	600
<i>Division Total</i>	<i>41,961</i>	<i>137,930</i>	<i>120,300</i>	<i>139,007</i>

Before & After School Programs

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$17,630 less than budget.*
- *The variance is attributable to personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$1,077 higher — an increase of less than one percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to an increase in staff wages and benefits.*
- *Division FTEs remain unchanged.*
- *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 health and fitness programming for young people ages 13-17.*
- *Continue to offer a variety of multi-media classes specializing in audio and video production for teens and adults.*
- *Provide programming to ensure teen participants are READY BY 21 (ready for college, work, life).*
- *Continue active adult programs at the New Hampshire Avenue Recreation Center two times per week.*
- *Expand the 55+ program by implementing evening and weekend classes, technology and art based classes at the Community Center.*
- *Continue to partner with local businesses and non-profit organizations for a City led Youth Summer Jobs program for ages 16-21.*

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
Number of service learning hours recorded	780	825	800
Number of toddler programs	57	60	60
Number of developmental teen programs/ trips	11	13	15
Number of active adult programs (Baby Boomers)	8	10	13
Number of Senior Program partners	3	4	5

Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	-	3.95	3.95
<i>FTEs without benefits</i>	2.70	2.79	2.79
<i>Division Total</i>	<i>2.70</i>	<i>6.74</i>	<i>6.74</i>

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Recreation Director</i>	0.20	0.20
<i>Asst. Rec. Director</i>	0.05	0.05
<i>Recreation Supervisor II</i>	1.90	1.90
<i>Recreation Coordinator II</i>	1.00	1.00
<i>Admin Assistant I</i>	0.80	0.80
<i>Part-time Staff</i>	2.79	2.79
<i>Division Total FTEs</i>	<i>6.74</i>	<i>6.74</i>

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Community Center</i>	196,764	566,400	544,450	615,340
<i>Division Total</i>	<i>196,764</i>	<i>566,400</i>	<i>544,450</i>	<i>615,340</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	63,832	313,600	305,800	328,000
<i>Fringe Benefits</i>	10,951	107,000	99,500	108,500
<i>Overtime</i>	388	1,100	1,100	1,100
<i>Employee Recognition</i>	-	200	200	140
<i>Personnel Subtotal</i>	<i>75,171</i>	<i>421,900</i>	<i>406,600</i>	<i>437,740</i>
<i>Supplies</i>	5,786	6,500	4,350	12,000
<i>Services and Charges</i>	56,535	60,000	68,000	112,600
<i>Miscellaneous</i>	59,272	78,000	65,500	53,000
<i>Division Total</i>	<i>196,764</i>	<i>566,400</i>	<i>544,450</i>	<i>615,340</i>

Recreation

Takoma Park Community Center

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$21,950 lower than budget.*
- *The variance is attributable to personnel services.*

FY16 Budget Highlights:

- *Division expenditures are \$48,940 higher — an increase of 8.6 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to an adjustment in contractor led programming and personnel services.*
- *Approximately 71 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 18 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$112,600).*
- *Charges categorized as miscellaneous account for about 9 percent of division expenditures. This classification includes costs for senior programming (\$15,500) and teen programming (\$60,000).*



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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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	1.40	1.25	1.50
<i>Code Enforcement</i>	3.00	3.02	2.90
<i>Landlord-Tenant</i>	1.28	1.05	0.87
<i>Rent Stabilization</i>	0.62	0.95	1.13
<i>Community Development</i>	3.76	2.58	2.33
<i>Affordable Housing</i>	0.60	0.90	0.90
<i>Department Total FTEs</i>	10.66	9.75	9.63

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Inspection Fees</i>	321,172	316,000	319,500	320,740
<i>Municipal Infraction Fees</i>	7,150	5,500	5,000	5,500
<i>Subtotal</i>	328,322	321,500	324,500	326,240
<i>General Fund</i>	1,087,440	1,390,323	1,354,165	1,405,845
<i>Department Total</i>	1,415,762	1,711,823	1,678,665	1,732,085

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	667,492	718,930	703,820	736,500
<i>Fringe Benefits</i>	221,779	257,930	246,900	259,000
<i>Overtime</i>	3,488	4,700	5,700	5,900
<i>Employee Recognition</i>	451	251	251	-
<i>Personnel Subtotal</i>	893,210	981,811	956,671	1,001,400
<i>Supplies</i>	21,713	60,150	55,300	56,300
<i>Services and Charges</i>	482,112	620,146	616,200	619,725
<i>Miscellaneous</i>	18,727	49,716	50,494	54,660
<i>Department Total</i>	1,415,762	1,711,823	1,678,665	1,732,085

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	111,762	180,400	137,350	232,050
<i>Code Enforcement</i>	443,151	496,810	482,650	509,785
<i>Landlord-Tenant</i>	124,817	109,144	123,413	95,850
<i>Rent Stabilization</i>	73,133	121,583	90,583	139,500
<i>Community Development</i>	452,768	525,605	596,769	482,200
<i>Affordable Housing</i>	210,131	278,281	247,900	272,700
<i>Department Total</i>	1,415,762	1,711,823	1,678,665	1,732,085

Department Summary

. Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$33,158 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Departmental expenditures are \$20,262 higher — an increase of 1.2 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to increases in funding requests related to a proposed boundary survey of the municipal limits of the city and anticipated redevelopment activities in the Takoma Junction district.*
- *Departmental FTEs decrease by 0.12.*
- *Approximately 58 percent of departmental expenditures are personnel related.*
- *Services and charges account for 36 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$229,800), rent increase petition reviews (\$15,000), tenant organizing (\$31,500), technical support for the initial phase of a proposed boundary survey (\$50,000), a public land and open space management plan (\$20,000), and redevelopment of the Takoma Junction (\$10,000), and economic development services in the Main Street Takoma/Old Takoma district and in the Takoma Langley Crossroads area (\$74,000). This category also includes funding (\$120,000) to assist property owners in correcting identified exterior property maintenance code violations.*
- *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.*
- *Update the City's Cultural Plan.*
- *Coordinate arts and cultural programming.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY14	FY15	FY16
Divisional Budgets Monitored	6	6	6
City Committee Meetings Staffed	11	22	22
Special Revenue Fund Projects Administered	5	5	10
Community Grants Overseen	6	12	11
Service Contracts Monitored	12	13	16
Cultural Programs Offered	58	56	65

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	1.40	1.25	1.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.40	1.25	1.50

<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	0.10
<i>Management Assistant</i>	0.25	0.50
<i>Program Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	1.25	1.50

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Administration</i>	111,762	180,400	137,350	232,050
<i>Division Total</i>	111,762	180,400	137,350	232,050

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	62,691	91,150	65,500	127,000
<i>Fringe Benefits</i>	18,102	46,500	29,500	49,500
<i>Overtime</i>	-	500	500	500
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	80,793	138,150	95,500	177,000
<i>Supplies</i>	4,064	14,850	15,000	18,500
<i>Services and Charges</i>	26,665	26,500	26,450	35,300
<i>Miscellaneous</i>	240	900	400	1,250
<i>Division Total</i>	111,762	180,400	137,350	232,050

Administration

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$43,050 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$51,650 higher — an increase of 28.6 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to the transfer of personnel costs from the Community Development Division and an overall increase in personnel costs.*
- *Division FTEs increase by 0.25.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Services and charges represent 15 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
	FY14	FY15	FY16
Public Contacts	4,126	7,664	5,900
Rental Licenses - Issued	437	436	450
Rental Licenses - Discontinued	32	31	30
Illegal Rental Facilities Identified	42	56	45
Rental Units Inspected	2,987	2,825	3,045
Landlord Certification Seminars	12	11	8
Landlord Certificates Issued	147	148	150
Staff Initiated Inspections Conducted	227	482	450
Property Maintenance Code Complaints	203	210	250
Property Maintenance Code Cases Closed	244	261	230
Notices of Violation Issued	153	195	175
Municipal Citations Issued	54	38	50
Handbills and Flyers Removed	1,362	3,429	3,000
Anti-Littering Initiatives	NA	3	3
Anti-Littering Events	NA	18	23

Code Enforcement

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	3.00	3.02	2.90
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.02	2.90

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Code Enforcement Supervisor</i>	0.75	0.75
<i>Code Enforcement Inspector</i>	1.00	1.00
<i>Rental Licensing Specialist</i>	1.00	1.00
<i>Director of Housing & Community Development</i>	0.15	0.15
<i>Multi Program Coordinator</i>	0.12	-
<i>Administrative Assistant II</i>	-	-
<i>Division Total FTEs</i>	3.02	2.90

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Code Enforcement</i>	443,151	496,810	482,650	509,785
<i>Division Total</i>	443,151	496,810	482,650	509,785

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	156,270	175,420	166,500	171,500
<i>Fringe Benefits</i>	56,915	66,750	58,500	65,500
<i>Overtime</i>	654	1,500	1,200	1,200
<i>Employee Recognition</i>	200	-	-	-
<i>Personnel Subtotal</i>	214,039	243,670	226,200	238,200
<i>Supplies</i>	46	300	300	800
<i>Services and Charges</i>	225,518	243,600	243,600	260,325
<i>Miscellaneous</i>	3,548	9,240	12,550	10,460
<i>Division Total</i>	443,151	496,810	482,650	509,785

Code Enforcement

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$14,160 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$12,975 higher — an increase of 2.6 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to an increase in cost of contractual services.*
- *FTEs decrease by 0.12.*
- *Approximately 47 percent of division expenditures are personnel related.*
- *Services and charges represent 51 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$229,800). Funding in the amount of \$6,000 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 (\$15,775), Lexis Nexis research services (\$1,200) and continuation of the FY15 anti-littering initiative (\$8,500).*

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.

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.*
- *Participate in local and regional efforts to identify and respond to shared fair housing, homelessness and aging in place concerns.*

Performance/Workload Measures:

Measurement	Actual	Estimated	Projected
	FY14	FY15	FY16
Landlord Tenant Contacts	2,784	2,605	2,550
Tenant Rights Workshops	2	2	2
Tenant Outreach Efforts	1	4	4
Credit Checks Conducted	50	43	32
COLTA – cases filed	8	3	7
COLTA – hearings conducted	3	0	3

Landlord-Tenant

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	1.28	1.05	0.87
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.28	1.05	0.87

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Housing & Community Development</i>	0.05	0.05
<i>Affordable Housing Manager</i>	0.25	0.25
<i>Landlord/Tenant Mediation Specialist</i>	0.50	0.32
<i>Housing Specialist</i>	0.25	0.25
<i>Division Total FTEs</i>	1.05	0.87

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Landlord-Tenant</i>	124,817	109,144	123,413	95,850
<i>Division Total</i>	124,817	109,144	123,413	95,850

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	86,455	75,000	86,500	67,500
<i>Fringe Benefits</i>	36,541	28,600	33,500	24,500
<i>Overtime</i>	824	1,200	1,000	1,200
<i>Employee Recognition</i>	63	63	63	-
<i>Personnel Subtotal</i>	123,883	104,863	121,063	93,200
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	820	2,500	1,000	1,250
<i>Miscellaneous</i>	114	1,781	1,350	1,400
<i>Division Total</i>	124,817	109,144	123,413	95,850

Landlord-Tenant

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$14,269 more than budget.*
- *The variance is primarily attributable to higher than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$13,294 lower — a decrease of 12.2 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to the transfer of personnel costs to the Rent Stabilization Division.*
- *Division FTEs decrease by 0.18.*
- *Approximately 97 percent of division expenditures are personnel related.*
- *Services and charges represent one percent of division expenditures. This category includes printing costs, professional association fees and conferences, and training.*

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
	FY14	FY15	FY16
Fair Return Petitions - Workshops	1	1	2
Fair Return Petitions - Filed	2	2	1
Rent Stabilization Exemptions Processed	29	42	39
Rent Reports Monitored	282	283	302
Municipal Citations Issued	23	10	12

Rent Stabilization

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	0.62	0.95	1.13
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.62	0.95	1.13

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Housing & Community Development</i>	0.05	0.05
<i>Affordable Housing Manager</i>	0.15	0.15
<i>Landlord/Tenant Mediation Specialist</i>	-	0.18
<i>Housing Specialist</i>	0.75	0.75
<i>Division Total FTEs</i>	0.95	1.13

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Rent Stabilization</i>	73,133	121,583	90,583	139,500
<i>Division Total</i>	73,133	121,583	90,583	139,500

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	42,999	67,600	48,500	81,500
<i>Fringe Benefits</i>	17,779	30,000	23,500	34,500
<i>Overtime</i>	353	-	500	500
<i>Employee Recognition</i>	38	188	188	-
<i>Personnel Subtotal</i>	61,169	97,788	72,688	116,500
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	11,923	22,900	17,000	21,900
<i>Miscellaneous</i>	41	895	895	1,100
<i>Division Total</i>	73,133	121,583	90,583	139,500

Rent Stabilization

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$31,000 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and contract for service costs related to the processing of fair return rent increase petitions.*

FY16 Budget Highlights:

- *Division expenditures are \$17,917 higher – an increase of 14.7 percent – compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to transfer of personnel costs from the Landlord Tenant Division.*
- *Division FTEs increase by 0.18.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Services and charges represent 16 percent of division expenditures. This category includes the cost of the City's contract for services for the review of fair return rent increase petitions (\$15,000) and the maintenance fee for the online rents reporting system (\$6,900).*

Community Development

Division Purpose:

Oversee administration of economic development programs; 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; develop and coordinate transportation and pedestrian programs and improvements.

Management Objectives:

- *Advance the Council's overall economic development and environmental sustainability goals.*
- *Provide technical assistance on matters related to business recruitment, retention and expansion.*
- *Partner with local business associations to preserve and create attractive and viable commercial areas.*
- *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.*

Performance/Workload Measures:

Measurement	Actual	Estimated	Projected
	FY14	FY15	FY16
The New Ave Initiatives	6	6	7
Old Takoma Initiatives	3	4	4
Long Range Plans	2	1	2
Bikeway Projects	4	2	1
Façade Improvements	8	2	6
Neighborhood Improvement Projects	NA	NA	1
Safe Routes to School Programs	2	8	8
Permit Letters Issued	234	225	200

Community Development

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	2.60	1.45	2.33
<i>FTEs without benefits</i>	1.16	1.13	-
<i>Division Total</i>	3.76	2.58	2.33

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Housing & Community Development</i>	0.20	0.20
<i>Community Development Coordinator</i>	1.00	1.00
<i>Planner</i>	1.00	1.00
<i>Management Assistant</i>	0.25	-
<i>Multi Program Coordinator</i>	0.13	0.13
<i>Division Total FTEs</i>	2.58	2.33

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Community Development</i>	452,768	525,605	596,769	482,200
<i>Division Total</i>	452,768	525,605	596,769	482,200

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	266,497	229,930	279,320	205,500
<i>Fringe Benefits</i>	76,991	58,000	84,000	56,500
<i>Overtime</i>	1,657	1,500	2,500	2,500
<i>Employee Recognition</i>	-	-	-	-
<i>Personnel Subtotal</i>	345,145	289,430	365,820	264,500
<i>Supplies</i>	17,603	45,000	40,000	37,000
<i>Services and Charges</i>	76,328	158,050	158,050	143,950
<i>Miscellaneous</i>	13,692	33,125	32,899	36,750
<i>Division Total</i>	452,768	525,605	596,769	482,200

Community Development

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$71,164 more than budget.*
- *The variance is primarily attributable to higher than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$43,405 lower — a decrease of 8.3 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to an increase in contractual services in support of various economic development and planning initiatives.*
- *Division FTEs decrease by 0.25.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Services and charges represent 30 percent of division expenditures. Included in this category are costs associated with a proposed public land and open space management plan (\$20,000), the initial phase of a comprehensive municipal boundary survey (\$50,000), redevelopment of the Takoma Junction (\$10,000), and economic development services in Main Street Takoma/Old Takoma and Takoma Langley Crossroads business districts (\$74,000).*



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:

Measurement	Actual	Estimated	Projected
	FY14	FY15	FY16
Educational Seminars	2	2	2
Housing Fairs	1	1	-
Tenant Capacity Building Initiative Projects	10	7	6
Payment in Lieu of Taxes (PILOT) Projects	1	-	-
Tenant Opportunity to Purchase Proposals	15	13	15
Exterior Housing Repair Projects	35	21	19

Affordable Housing

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	0.60	0.90	0.90
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.60	0.90	0.90

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Director of Housing & Community Development</i>	0.15	0.15
<i>Code Enforcement Supervisor</i>	0.25	0.25
<i>Affordable Housing Manager</i>	0.50	0.50
<i>Division Total FTEs</i>	0.90	0.90

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Affordable Housing</i>	210,131	278,281	247,900	272,700
<i>Division Total</i>	210,131	278,281	247,900	272,700

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	52,580	79,830	57,500	83,500
<i>Fringe Benefits</i>	15,451	28,080	17,900	28,500
<i>Overtime</i>	-	-	-	-
<i>Employee Recognition</i>	150	-	-	-
<i>Personnel Subtotal</i>	68,181	107,910	75,400	112,000
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	140,858	166,596	170,100	157,000
<i>Miscellaneous</i>	1,092	3,775	2,400	3,700
<i>Division Total</i>	210,131	278,281	247,900	272,700

Affordable Housing

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$30,381 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY16 Budget Highlights:

- *Division expenditures are \$5,581 lower — a reduction of 2.0 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to lower contract for services costs.*
- *Division FTEs remain the same.*
- *Approximately 41 percent of division expenditures are personnel related.*
- *Services and charges represent 58 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$31,500) and educational programming (\$4,000). This category also includes continued funding (\$120,000) to assist property owners in correcting identified exterior property maintenance code violations.*



THE CITY OF TAKOMA PARK

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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:

- *Continue improvements to content and usability of the City's new website, as needed.*
- *Collaborate with City departments to promote programs, projects and events.*
- *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.*
- *Reach and inform non-English speaking residents and ensure all media resources are accessible to persons with disabilities, to the extent possible.*

Department Summary

Performance/Workload Measures:

Measurement	Actual FY14	Estimated FY15	Projected FY16
City TV Hours:			
Original programming	178 hrs	178 hrs	150 hrs
Council meetings	122 hrs	145 hrs	145 hrs
Auditorium events (not broadcast on TV)	51	68	68
Average number of website pages viewed per month (approx..)	40,000	43,000	45,000
Average number of website pages viewed per visit	2.53	2.47	2.75
Social media account followers (FB, Twitter)	2,600	3,000	3,200
Mobile users of website	24.7%	26.51%	28%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	4.00	4.35	4.00
<i>FTEs without benefits</i>	-	-	1.62
<i>Division Total</i>	4.00	4.35	5.62

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>TV Production Manager</i>	1.00	1.00
<i>Media Specialist</i>	1.00	1.00
<i>Media Specialist Assistant</i>	0.35	1.62
<i>AV Specialist</i>	2.00	2.00
<i>Division Total FTEs</i>	4.35	5.62

Department Summary

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Cable Franchise Fees</i>	246,827	239,935	240,000	245,000
<i>Cable Operating Grant</i>	74,648	425,290	424,940	77,000
<i>Subtotal</i>	321,475	665,225	664,940	322,000
<i>General Fund</i>	105,046	(98,355)	(162,259)	231,050
<i>Department Total</i>	426,521	566,870	502,681	553,050

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Communications</i>	426,521	566,870	502,681	553,050
<i>Division Total</i>	426,521	566,870	502,681	553,050

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	201,216	239,670	216,000	281,565
<i>Fringe Benefits</i>	56,126	76,850	71,500	84,035
<i>Overtime</i>	3,571	3,500	3,500	3,500
<i>Employee Recognition</i>	-	-	-	50
<i>Personnel Subtotal</i>	260,913	320,020	291,000	369,150
<i>Supplies</i>	4,766	49,500	7,000	34,000
<i>Services and Charges</i>	158,983	188,600	196,136	135,700
<i>Miscellaneous</i>	1,859	8,750	8,545	14,200
<i>Division Total</i>	426,521	566,870	502,681	553,050

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$64,189 lower than budget.*
- *The variance is due to lower than anticipated costs for personnel and supplies.*

FY16 Budget Highlights:

- *Departmental expenditures are proposed to be \$13,820 lower — a decrease of 2.4 percent — compared to budgeted expenditures for FY15.*
- *Departmental FTEs increase 1.27, reflecting requirement to convert many contractors to part-time staff; no permanent part-time staff are added.*
- *Approximately 67 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$49,130 compared to budgeted expenditures for FY15 and are due to an increase in wages, partially reflecting the additional part-time staff.*
- *Services and charges account for about 25 percent of departmental expenditures, including \$75,000 for the Takoma Park Newsletter; the total for this account declines by \$52,900 compared to budgeted expenditures for FY15, partly due to the move of contractor hours to part-time staff hours.*

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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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Library</i>	8.88	9.52	9.74
<i>Computer Learning Center</i>	1.28	1.38	1.38
<i>Department Total FTEs</i>	10.16	10.90	11.12

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Library Aid from County</i>	133,959	132,819	145,801	149,624
<i>Library Fines and Fees</i>	32,338	34,000	35,500	35,500
<i>Subtotal</i>	166,297	166,819	181,301	185,124
<i>General Fund</i>	954,754	1,018,645	982,974	1,055,456
<i>Department Total</i>	1,121,051	1,185,464	1,164,275	1,240,580

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	692,216	725,400	713,500	754,000
<i>Fringe Benefits</i>	255,519	274,480	259,000	276,500
<i>Overtime</i>	1,186	1,200	2,200	6,200
<i>Employee Recognition</i>	250	550	550	450
<i>Personnel Subtotal</i>	949,171	1,001,630	975,250	1,037,150
<i>Supplies</i>	128,140	139,960	140,892	147,780
<i>Services and Charges</i>	32,797	33,374	36,633	40,750
<i>Miscellaneous</i>	10,943	10,500	11,500	14,900
<i>Department Total</i>	1,121,051	1,185,464	1,164,275	1,240,580

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Library</i>	1,044,303	1,091,709	1,069,360	1,145,780
<i>Computer Learning Center</i>	76,748	93,755	94,915	94,800
<i>Department Total</i>	1,121,051	1,185,464	1,164,275	1,240,580

Department Summary

Adopted to Estimated Actual FY15:

- *Departmental expenditures are expected to be \$21,189 lower than budget.*
- *The variance is attributable to lower than anticipated costs in wages.*

FY16 Budget Highlights:

- *Departmental expenditures are \$55,116 higher – an increase of 4.6 percent – compared to budgeted expenditures for FY15.*
- *Departmental FTEs increase by 0.22*
- *Approximately 84 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$35,520 compared to budgeted expenditures for FY15.*
- *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:

- *Respond to patron demand for continued Sunday operating hours and Sunday public programs.*
- *Develop and refine plans and preparations for additional and renovated Library space in FY17.*
- *Introduce Library patrons to our new integrated library system, which will be “live” and fully functional by July 27, 2015, and assist them in becoming familiar with its features and attributes.*
- *Explore options for offering children’s books and programs in Amharic.*
- *Enlarge our collections of Spanish and French language books for adults and kids.*
- *Work with area elementary schools to provide information about Library programs and resources to ESOL students and their families.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY14	FY15	FY16
Circulation of materials	116,288	115,106	116,000
Circulation per capita	6.65	6.59	6.64
In-library use of materials	49,843	43,108	44,000
Use per capita	2.85	2.46	2.52
Program attendance	14,612	14,818	15,000

Library Division

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	8.50	7.50	7.50
<i>FTEs without benefits</i>	0.38	2.02	2.24
<i>Division Total</i>	8.88	9.52	9.74

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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	0.86
<i>Division Total FTEs</i>	9.52	9.74

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Library</i>	1,044,303	1,091,709	1,069,360	1,145,780
<i>Division Total</i>	1,044,303	1,091,709	1,069,360	1,145,780

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	632,243	659,400	647,500	686,500
<i>Fringe Benefits</i>	243,561	255,980	240,500	257,500
<i>Overtime</i>	989	800	2,000	6,000
<i>Employee Recognition</i>	200	550	550	350
<i>Personnel Subtotal</i>	876,993	916,730	890,550	950,350
<i>Supplies</i>	125,250	133,261	133,192	143,080
<i>Services and Charges</i>	31,687	32,218	35,118	38,850
<i>Miscellaneous</i>	10,373	9,500	10,500	13,500
<i>Division Total</i>	1,044,303	1,091,709	1,069,360	1,145,780

Library Division

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$22,349 less than budget.*
- *The variance is primarily attributable to less than anticipated expenditures for insurance elections.*

FY16 Budget Highlights:

- *Division expenditures are \$54,071 higher — an increase of 5 percent — compared to budgeted expenditures for FY15.*
- *The variance is primarily attributable to increases in personnel costs and for some computer equipment, books, and digital resources.*
- *Division FTEs increase by .22, representing an increase in substitute staff hours.*
- *Approximately 83 percent of division expenditures are personnel related.*
- *Other 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, and staff training. Together, these areas account for \$195,430, or about 17 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:

- *Respond to patron demand for continued Sunday operating hours in the Computer Center.*
- *Provide support for those exploring free, online courses (MOOCs) by continuing popular community discussion sessions on Sunday afternoons.*

Performance/Workload Measures:

Measurement	Actual	Estimated	Projected
	FY14	FY15	FY16
Number of Internet sessions (log-ons)	25,162	23,000	23,000
Hours Used	17,001	15,000	15,000

Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	0.75	0.75	0.75
<i>FTEs without benefits</i>	0.53	0.63	0.63
<i>Division Total</i>	<i>1.28</i>	<i>1.38</i>	<i>1.38</i>

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>Library Instructor</i>	1.38	1.38
<i>Division Total FTEs</i>	<i>1.38</i>	<i>1.38</i>

<i>Division Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Computer Learning Center</i>	76,748	93,755	94,915	94,800
<i>Division Total</i>	<i>76,748</i>	<i>93,755</i>	<i>94,915</i>	<i>94,800</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY16</i>	<i>Adopted FY16</i>
<i>Wages</i>	59,973	66,000	66,000	67,500
<i>Fringe Benefits</i>	11,958	18,500	18,500	19,000
<i>Employee Recognition</i>	197	400	200	200
<i>Overtime</i>	50	-	-	100
<i>Personnel Subtotal</i>	<i>72,178</i>	<i>84,900</i>	<i>84,700</i>	<i>86,800</i>
<i>Supplies</i>	2,890	6,699	7,700	4,700
<i>Services and Charges</i>	1,110	1,156	1,515	1,900
<i>Miscellaneous</i>	570	1,000	1,000	1,400
<i>Division Total</i>	<i>76,748</i>	<i>93,755</i>	<i>94,915</i>	<i>94,800</i>

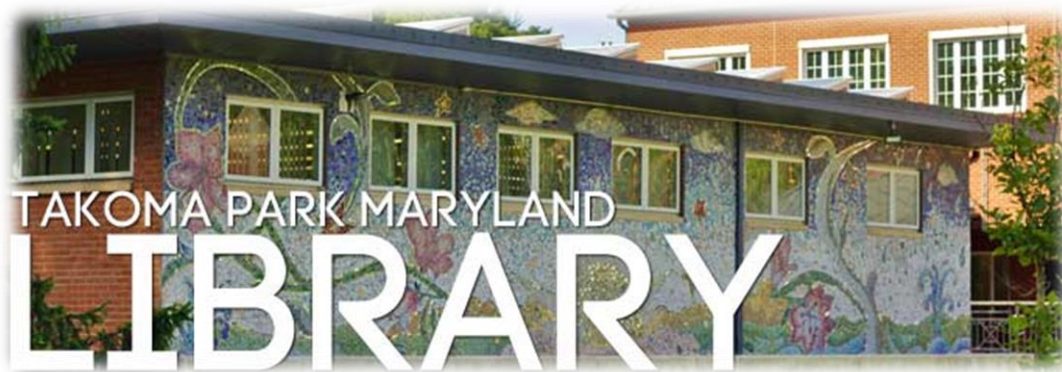
Computer Learning Center

Adopted to Estimated Actual FY15:

- *Division expenditures are expected to be \$1,160 more than budget.*

FY16 Budget Highlights:

- *Division expenditures are \$1,045 higher — an increase of 1.1 percent — compared to budgeted expenditures for FY15.*
- *The variance is mainly attributable to personnel increases.*
- *Division FTEs remain the same.*
- *Approximately 92 percent of division expenditures are personnel related.*





THE CITY OF TAKOMA PARK

IN THIS SECTION:

- Non-Departmental Summary

177

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 FY14	Estimated FY15	Estimated FY16
Number of auto liability insurance claims	10	20	20
Number of general liability insurance claims	3	2	2
Number of police liability insurance claims	3	0	0
Number of public official insurance claims	0	0	0
Number of property insurance claims	2	0	0
Number of worker's compensation insurance claims	25	25	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	149	138	150

Non-Departmental

<i>Source of Funds</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY16</i>	<i>Adopted FY16</i>
<i>General Fund</i>	1,088,265	1,229,930	1,089,720	1,313,109
<i>Division Total</i>	1,088,265	1,229,930	1,089,720	1,313,109

<i>Division Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY16</i>	<i>Adopted FY16</i>
<i>Employee Recognition</i>	17,404	17,600	17,000	18,000
<i>Other Fringe Benefits</i>	37,457	45,565	45,500	46,500
<i>Workers' Compensation Insurance</i>	563,836	610,300	502,270	566,000
<i>Personnel Subtotal</i>	618,697	673,465	564,770	630,500
<i>Supplies</i>	-	-	1,150	1,900
<i>Services and Charges</i>	109,064	105,000	99,200	111,500
<i>Miscellaneous</i>	360,504	451,465	424,600	569,209
<i>Division Total</i>	1,088,265	1,229,930	1,089,720	1,313,109

Non-Departmental

Adopted to Estimated Actual FY15:

- *Expenditures are expected to be \$140,210 lower than budget.*
- *The variance is attributable to the decrease in workers' compensation insurance.*

FY16 Budget Highlights:

- *Expenditures are \$83,179 higher — an increase of 6.7 percent — compared to budgeted expenditures for FY15. The variance is attributable to increased funding for City grants (\$21,550), the increase in insurance premiums (\$6,500), staff training (\$2,500), cultural programming (\$5,750), and the general contingency provision for FY 16.*
- *Approximately 48 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 (\$111,500).*
- *Approximately 43 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$160,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$111,831) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$16,000), 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 FY16 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 (\$180,000).*

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IN THIS SECTION:

Capital Improvement Program

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• Street and Sidewalks	183
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• Facilities	183
• Stormwater Management	184

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2016 - 2020

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2016 - 2020

EQUIPMENT			FY16	FY17	FY18	FY19	FY 20
Police - Vehicles							
Police Cars	ERR		\$ 271,599	\$ 279,750	\$ 236,804	\$ 285,750	\$ 290,750
Police Van (#214)	ERR		\$ 24,549				
Police - Equipment							
Field Radio Equipment	SCF		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mobile Computers	SCF		\$ 35,000	\$ 14,800	\$ 14,900	\$ 15,000	\$ 15,000
Speed Trailer	ERR					\$ 8,344	
Forensic Imager & Camera	SCF			\$ 22,700			
Public Works - Vehicle							
Recycling Truck (#261)	ERR					\$ 249,663	
Trash Truck (#222)	ERR					\$ 247,582	
Dump Truck (#224)	ERR		\$ 65,300				
Dump Truck (#225)	ERR			\$ 68,300			
Dump Truck (#215)	ERR		\$ 103,200				
Dump Truck (#216)	ERR			\$ 103,200			
Dump Truck (#259)	ERR					\$ 79,197	
Dump Truck (#245)	ERR				\$ 70,987		
Pick Up Truck (#223)	ERR						\$ 35,100
Public Works - Equipment							
Leaf Collection Vacuums	ERR		\$ 19,487	\$ 20,562	\$ 20,831		\$ 22,175
Crackfilling Machine	ERR		\$ 42,000				
Vehicle Lift 2	ERR				\$ 11,000		
Leaf Box (1 of 7)	ERR		\$ 5,100	\$ 5,376	\$ 5,376	\$ 5,376	\$ 8,400
Steam Cleaner	ERR		\$ 15,000				
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			\$ 13,200
Public Works - Equipment (Continued)							
Miller Mig Welder	ERR				\$ 9,211		
Salt Dome Cover	ERR					\$ 35,245	
Tractor	ERR						\$ 37,000
Skidsteer	ERR						\$ 29,000
Vehicle Exhaust System	ERR						\$ 41,000
Recreation - Vehicle							
Recreation Bus Large (#242)	ERR				\$ 75,000		
Recreation Bus (SAB)	ERR						\$ 59,132
Recreation - Equipment							
Signature Series Cable Motion Machine	GF			\$ 6,000			
Elliptical Fitness Machine	ERR			\$ 5,800			
Treadmill	ERR					\$ 5,995	
Rec Programming Software	ERR					\$ 51,069	
Basketball Arcade Game - Game Room	ERR			\$ 7,000			
Administration/Communications (City TV)							
Digital Signage System	SRF		\$ 20,000				
Auditorium Camera System	SRF			\$ 120,000			
Auditorium Projection System	SRF			\$ 28,200			
Auditorium Sound & P.A. System	SRF		\$ 75,000				
Auditorium Touch Panel System	SRF			\$ 26,600			
Videography Small Camera Packages	SRF				\$ 15,000		
Editing And Computer Media Lab	SRF		\$ 45,000				
CableTV 13 Network Switching & Routing Equipment	SRF		\$ 15,000				
CableTV 13 Editing & Playback Servers	SRF						\$ 50,000
Electronic Field Production package	SRF		\$ 85,000				
Videography Package	SRF		\$ 30,000				
Liveshot	SRF		\$ 25,000				
PEG Channel Program Feed	SRF		\$ 35,000				

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2016 - 2020

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2016 - 2020						
Departmental - Vehicles						
Admin Pool Car (#243)	ERR				\$ 31,253	
EQUIPMENT						
Information Technology		FY16	FY17	FY18	FY19	FY20
Closed Circuit TV & Video Surveillance	ERR		\$ 39,000			
Millennium Door Security & ID Software	ERR		\$ 30,000			
Government Services Financial Software	ERR	\$ 85,949				
Servers A & B	ERR		\$ 63,548			
Police & PW Plotter	ERR			\$ 28,222		
Data Center Design and Build	SRF	\$ 85,000				
SUBTOTAL - EQUIPMENT		\$ 1,113,232	\$ 895,610	\$ 525,770	\$ 1,052,906	\$ 625,757
STREETS AND SIDEWALKS		FY16	FY17	FY18	FY19	FY20
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Street Rehabilitation	GF	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000	
Neighborhood Commercial Center Improvements	GF		\$ 150,000	\$ 150,000		\$ 175,000
Flower Avenue Green Street Project - City Match for TAP	GF		\$ 285,000			
Flower Avenue Green Street Design - SHA	GF	\$ 187,000				
Flower Avenue Green Street - WSSC Design	SRF	\$ 123,215				
Flower Avenue Green Street Project - TAP	SRF		\$ 1,040,330			
Flower Avenue Green Street Project - Montgomery Cty	SRF		\$ 200,000			
ADA Sidewalk Retrofit Project	SCF	\$ 300,000				
New Sidewalk Design/Construction & Traffic Calming	SCF	\$ 300,000				
ADA Sidewalk Retrofit Project	GF		\$ 500,000	\$ 500,000		
New Sidewalk Design/Construction & Traffic Calming	GF		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 25,000	\$ 30,000	\$ 35,000	\$ 40,000	\$ 45,000
Ethan Allen Gateway Streetscape	GF	\$ 800,000	\$ 400,000			
Ethan Allen Gateway Streetscape-TAP	SRF	\$ 840,000	\$ 415,000			
Ethan Allen Gateway Streetscape-MD Bikeway	SRF	\$ 44,000	\$ 22,000			
Takoma Junction Improvements	GF				\$ 250,000	\$ 450,000
Takoma Junction Improvements	SRF					\$ 350,000
ROW Trail Development	GF		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Takoma Junction Traffic Study	GF			\$ 65,000		
SUBTOTAL - STREETS		\$ 3,039,215	\$ 4,087,330	\$ 1,795,000	\$ 1,335,000	\$ 1,545,000
PARKS		FY16	FY17	FY18	FY19	FY20
Sligo Mill Overlook Construction	SRF	\$ 250,000				
Dog Park Construction	GF to SRF	\$ 20,000				
Dog Park Construction	SRF	\$ 60,000				
Dog Park Construction	GF	\$ 20,000				
Heffner Park Architectural Services for Facility Redesign	GF			\$ 60,000		
Heffner Park Construction	GF				\$ 500,000	
SUBTOTAL - PARKS		\$ 350,000	\$ -	\$ 60,000	\$ 500,000	\$ -
FACILITIES		FY16	FY17	FY18	FY19	FY20
Community Center						
Rear Elevator Upgrade	ERR				\$ 216,733	
Fan Coil Units (6) - Recreation Office	ERR	\$ 35,000				
Replacement of HVAC Controls - Community Center	ERR	\$ 108,367				
Replacement of Overhead Doors Mechanic Shop & ROW	ERR		\$ 31,407			
Police Space Concept Design	GF	\$ 60,000				
Police Space Detail Design	GF		\$ 150,000			
Police Construction	GF			\$ 2,500,000		
Facility Maintenance Improvements	FMR	\$ 56,000				
Library						
Library Useful Software/Hardware	ERR			\$ 41,729		
Library Detail Design	GF	\$ 200,000				
Library Construction	GF		\$ 3,190,481			
Public Works						
Phase 2 Facility Design	GF				\$ 100,000	
PW Phase 2 Construction	GF					\$ 800,000
SUBTOTAL-FACILITIES		\$ 459,367	\$ 3,371,888	\$ 2,541,729	\$ 316,733	\$ 800,000

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2016 - 2020

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2016 - 2020						
STORMWATER MANAGEMENT		FY16	FY17	FY18	FY19	FY20
Flower Ave Green Street Bio-Retention-Grant	SW	\$ 168,750				
13th Avenue - Hillwood Manor	SW	\$ 50,000				
Com center Parking Lot Permeable Pavement	SW	\$ 25,000				
Larch Ave and Glazewood Infiltration Swale	SW	\$ 45,000				
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		\$ 305,750	\$ 150,000	\$ 172,000	\$ 250,000	\$ -
		FY16	FY17	FY18	FY19	FY20
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 781,599	\$ 683,717	\$ 512,599	\$ 1,229,639	\$ 535,757
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 56,000	\$ -	\$ -	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 1,712,000	\$ 5,756,481	\$ 4,355,000	\$ 1,935,000	\$ 1,995,000
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF	\$ 20,000	\$ -	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 660,000	\$ 62,500	\$ 39,900	\$ 40,000	\$ 40,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 1,732,215	\$ 1,852,130	\$ 15,000	\$ -	\$ 400,000
CIP Total Stormwater Fund	SW	\$ 305,750	\$ 150,000	\$ 172,000	\$ 250,000	\$ -
CIP GRAND TOTAL		\$ 5,267,564	\$ 8,504,828	\$ 5,094,499	\$ 3,454,639	\$ 2,970,757

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 187

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, 2015 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	149,500	44,452	193,952
2021 – 2025	<u>847,000</u>	<u>114,268</u>	<u>961,268</u>
Total	<u>\$ 1,538,500</u>	<u>\$ 390,098</u>	<u>\$ 1,928,598</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, 2015 are as follows:

Fiscal Years	Principal	Interest	Total
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>805,000</u>	\$ <u>72,915</u>	\$ <u>877,915</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

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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 FY16, 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 FY14	Estimated FY15	Projected FY16
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	7,207	10,000	12,000
Number of repaired inlets	3	6	5
Linear feet of pipe replaced	50	250	100
Number of new inlets constructed	4	4	4
Linear feet of new pipe	439	750	250
Square feet of infiltration facilities constructed	1,550	200	1,000

Stormwater Management Fund

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY15</i>	<i>Adopted FY16</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>Construction Manager</i>	<i>0.25</i>	<i>0.25</i>
<i>Fund Total FTEs</i>	<i>1.15</i>	<i>1.15</i>

<i>Fund Revenues</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Stormwater Management</i>	<i>435,413</i>	<i>591,150</i>	<i>423,470</i>	<i>588,750</i>
<i>Fund Total</i>	<i>435,413</i>	<i>591,150</i>	<i>423,470</i>	<i>588,750</i>

<i>Fund Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Stormwater Management</i>	<i>419,215</i>	<i>718,700</i>	<i>469,777</i>	<i>684,750</i>
<i>Fund Total</i>	<i>419,215</i>	<i>718,700</i>	<i>469,777</i>	<i>684,750</i>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	<i>73,225</i>	<i>96,500</i>	<i>82,500</i>	<i>96,500</i>
<i>Fringe Benefits</i>	<i>28,610</i>	<i>32,500</i>	<i>29,500</i>	<i>34,500</i>
<i>Overtime</i>	<i>580</i>	<i>-</i>	<i>400</i>	<i>500</i>
<i>Workers Compensation</i>	<i>2,000</i>	<i>3,700</i>	<i>3,287</i>	<i>3,500</i>
<i>Personnel Subtotal</i>	<i>104,415</i>	<i>132,700</i>	<i>115,687</i>	<i>135,000</i>
<i>Supplies</i>	<i>114,027</i>	<i>139,000</i>	<i>132,900</i>	<i>133,000</i>
<i>Services and Charges</i>	<i>63,713</i>	<i>97,000</i>	<i>96,190</i>	<i>111,000</i>
<i>Capital Outlay</i>	<i>137,060</i>	<i>350,000</i>	<i>125,000</i>	<i>305,750</i>
<i>Fund Total</i>	<i>419,215</i>	<i>718,700</i>	<i>469,777</i>	<i>684,750</i>

Stormwater Management Fund

Stormwater Management Fund

Adopted to Estimated Actual FY15:

- *Expenditures are expected to be \$248,923 lower than budgeted.*
- *The variance is due to lower than anticipated personnel costs and delay of the construction of the Flower Avenue Green Street project, specifically the bio-retention facilities portion.*

FY16 Budget Highlights:

- *Fund expenditures are \$33,950 lower — a decrease of 4.7percent — compared to budgeted expenditures for FY15.*
- *The budgetary decrease is attributable to planned capital projects.*
- *Fund FTEs remain unchanged.*
- *Approximately 20 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 16 percent of fund expenditures. Included in these costs are projects for Hayward Avenue stream bank stabilization, Flower Avenue and Cherry Avenue slope stabilization and a filtration project at Devonshire and Glaizewood Avenues.*
- *Capital expenditures total \$305,750, or about 45 percent of fund expenditures. Included in that amount is \$168,750 for the stormwater component of the Flower Avenue Green Street Project through grant funds from the National Fish and Wildlife Federation. Additional projects include construction of bio-retention facilities at 13th Avenue and Hillwood Manor Park, Larch Avenue and Glaizewood Avenue and Grant Avenue and Holly Avenue. A project to install permeable pavement in a portion of the Community Center parking lot is also included.*



IN THIS SECTION:

- Project Descriptions

195



Project Descriptions

General Government

Cable Equipment Grants **\$456,000**

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

Bank Charges for Special Revenue Funds **\$500**

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

Housing and Community Development

Commercial Façade Easement Program **\$79,375**

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

Community Legacy Funds (Claudio Joseph Project) **\$100,000**

Project includes Installation of streetscape improvements at 6450 New Hampshire Avenue including ADA-compliant sidewalks, lighting, and native landscaping elements designed to improve the safety, connectivity, and aesthetics of this commercial corridor. Funding provided by the Maryland Department of Housing and Community Development's Community Legacy Program.

Community Legacy Funds (MHP Trail Development) **\$100,000**

Project includes Installation of a series of improvements at Parkview Towers; a 125-unit affordable housing facility, including a rain garden of native species, lighting for the parking lot, and enhanced pedestrian access to Opal Daniel Park. Funding provided by the Maryland Department of Housing and Community Development's Community Legacy Program.

Project Descriptions

Safe Routes to School

\$174,084

Funding will be used for implementation 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 Years F and G).

TKPK 5K Challenge

\$36,000

This project includes the 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 will be used to promote programs that focus on walking for health and bike/pedestrian safety.

POS Project

\$80,000

The Project includes the design and construction of a dog park. Funding in the amount of \$60,000 will be provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. The City will provide the matching funds of \$20,000.

Sligo Mill Overlook Park

\$250,000

The Project includes the design and construction for playgrounds that will be constructed at Sligo Mill Overlook Park. Funds for the project are provided by the Community Parks and Playgrounds grant in the amount of \$250,000 from the State of Maryland, Department of Natural Resources.

Recreation

Youth Employment Program

\$11,625

This program provides for the meaningful job training and employment opportunities to young adults, ages 16 to 21. Funding is provided by U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, and administered by the Montgomery County Department of Housing and Community Affairs.

Project Descriptions

Public Works

Maryland Bikeways Grant

\$78,000

Funds will be used for the construction and installation of 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 Maryland Department of Transportation.

TAP - Ethan Allen Gateway Streetscape

\$840,000

The project is for the 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.

MEA Energy Grant

\$9,001

Projects will include ongoing LED lighting conversions in the Community Center.

Low and Moderate Income Home Energy Program

\$118,000

This program is designed to help attain Maryland's Goals in energy reduction, renewable energy, climate action, and green jobs. The project will provide home energy audits and energy related improvements for up to 25 homes qualified as low and moderate income. Funding is provided by Maryland Energy Administration.

Flower Avenue Green Street Project- WSSC Water Main

\$123,215

As part of the Flower Avenue Green Street Project, the City has an agreement with the Washington Suburban Sanitary Commission (WSSC) to include the upgrade of the water main along Flower Avenue. WSSC will reimburse the City for associated costs. The work in FY16 will include the design of the water main replacement project. Construction is expected to begin in FY 17.

Project Descriptions

Police

Homeland Security Grant **\$2,500**

State Homeland Security Grant Program (SHSGP) funding from Department of Homeland Security is distributed via the State and Montgomery County.

DOJ Equitable Sharing Program Funds **\$45,789**

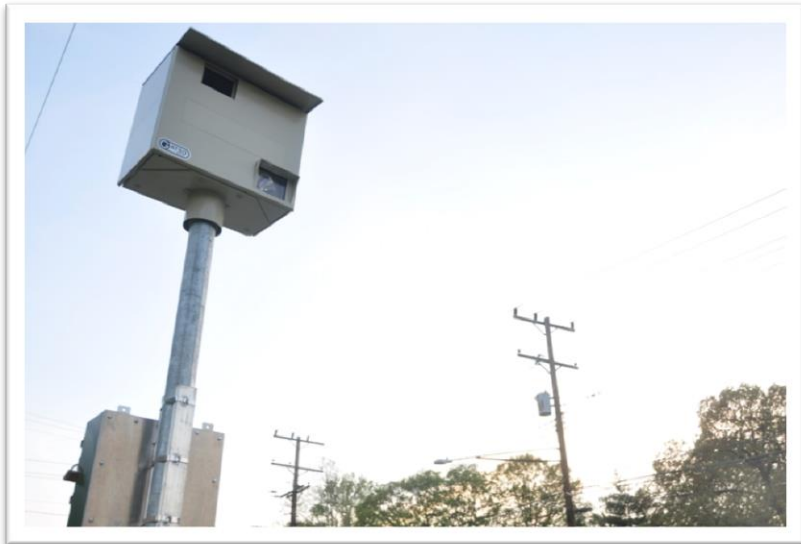
Equitable sharing funds from the U. S. Department of Justice Asset Forfeiture Program are distributed by the U.S Marshals Office. These funds are from money seized during investigations and returned to the local jurisdiction for law enforcement purposes. The Police Department has indicated that it intends 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 201



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 FY14</i>	<i>Adopted FY15</i>	<i>Adopted FY16</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY15</i>	<i>Adopted FY16</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 FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Speed Camera Fund</i>	<i>1,703,685</i>	<i>1,812,800</i>	<i>1,784,100</i>	<i>1,801,200</i>
<i>Fund Total</i>	<i>1,703,685</i>	<i>1,812,800</i>	<i>1,784,100</i>	<i>1,801,200</i>

<i>Fund Expenditures</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Speed Camera Fund</i>	<i>1,632,730</i>	<i>1,368,833</i>	<i>1,338,832</i>	<i>1,912,010</i>
<i>Fund Total</i>	<i>1,632,730</i>	<i>1,368,833</i>	<i>1,338,832</i>	<i>1,912,010</i>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY14</i>	<i>Adopted FY15</i>	<i>Estimated FY15</i>	<i>Adopted FY16</i>
<i>Wages</i>	<i>203,567</i>	<i>202,000</i>	<i>201,000</i>	<i>202,000</i>
<i>Fringe Benefits</i>	<i>126,248</i>	<i>130,000</i>	<i>127,000</i>	<i>140,080</i>
<i>Workers Compensation</i>	<i>19,000</i>	<i>26,000</i>	<i>23,102</i>	<i>26,000</i>
<i>Overtime</i>	<i>22,884</i>	<i>20,000</i>	<i>26,500</i>	<i>22,000</i>
<i>Clothing Allowance</i>	<i>3,480</i>	<i>3,480</i>	<i>3,480</i>	<i>3,480</i>
<i>Employee Recognition</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>150</i>
<i>Personnel Subtotal</i>	<i>375,179</i>	<i>381,480</i>	<i>381,082</i>	<i>393,710</i>
<i>Supplies</i>	<i>124</i>	<i>-</i>	<i>-</i>	<i>100</i>
<i>Services and Charges</i>	<i>774,930</i>	<i>837,700</i>	<i>818,400</i>	<i>813,200</i>
<i>Miscellaneous</i>	<i>59,117</i>	<i>62,750</i>	<i>62,750</i>	<i>45,000</i>
<i>Capital Outlay</i>	<i>423,380</i>	<i>86,903</i>	<i>76,600</i>	<i>660,000</i>
<i>Fund Total</i>	<i>1,632,730</i>	<i>1,368,833</i>	<i>1,338,832</i>	<i>1,912,010</i>

Speed Camera Fund

Adopted to Estimated Actual FY15:

- *Fund expenditures are expected to be \$30,001 lower than projected.*
- *This variance is attributable to non-personnel costs being less than anticipated due to lower ticket processing costs. Capital Outlay costs were also lower than the budgeted amount.*

FY16 Budget Highlights:

- *Fund expenditures are \$543,177 higher — an increase of 39.7 percent — compared to budgeted expenditures for FY15.*
- *The variance is attributable to the increase in capital outlay. FY 16 expenditures will include \$600,000 for new sidewalks and ADA sidewalk retrofits.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 21 percent of fund expenditures.*
- *Services and charges represent about 43 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 two percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile video cameras, protective equipment, and tasers.*
- *Capital Outlay expenditures are budgeted at \$660,000 and represent about 35 percent of fund expenditures. In addition to the sidewalk work, funding is also earmarked for Police field radio equipment, and mobile computers.*



THE CITY OF TAKOMA PARK

IN THIS SECTION:

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- General Fund Revenues-Supplemental Information 207
- Assessed Value of Real Property 209
- Ordinances 201



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.

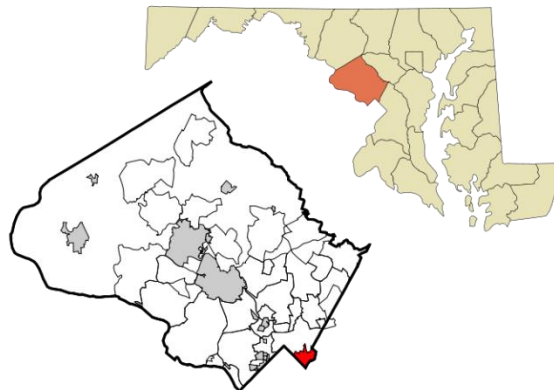
The City of Takoma Park was incorporated in 1890. It currently has a population of 16,715 (2010 U.S. Census).

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) 2009-2013, the median value of an owner-occupied housing unit was \$432,400. Owner-occupied housing units comprise 40.7% of all housing units; renter-occupied units comprise 53.5%.

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



Community Profile

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

	1990 Census	2000 Census	2010 Census	2013 ACS 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	-	36,478
<i>Median household income</i>	37,144	48,490	-	62,204
<i>High school graduate or higher</i>	10,041	9,933	-	23,723
<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	-	9,354
<i>Speak a language other than English at home</i>	3,113	5,034	-	9,342

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>	46.8 percent*
<i>Sales and office occupations</i>	19.4 percent*
<i>Service occupations</i>	20.6 percent*
<i>Construction, extraction, maintenance</i>	5.7 percent*
<i>Production, transportation, material moving</i>	7.5 percent*

* Data is from the American Community Survey, 2009-2013, and has a greater margin of error than Census data.

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 FY16 is \$0.585 per \$100 of assessed valuation. It is higher than the CYT rate of \$0.575 and increases property tax revenues by \$227,000.

Personal Property Tax

The City of Takoma Park's personal property tax rate for FY16 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 FY16 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.

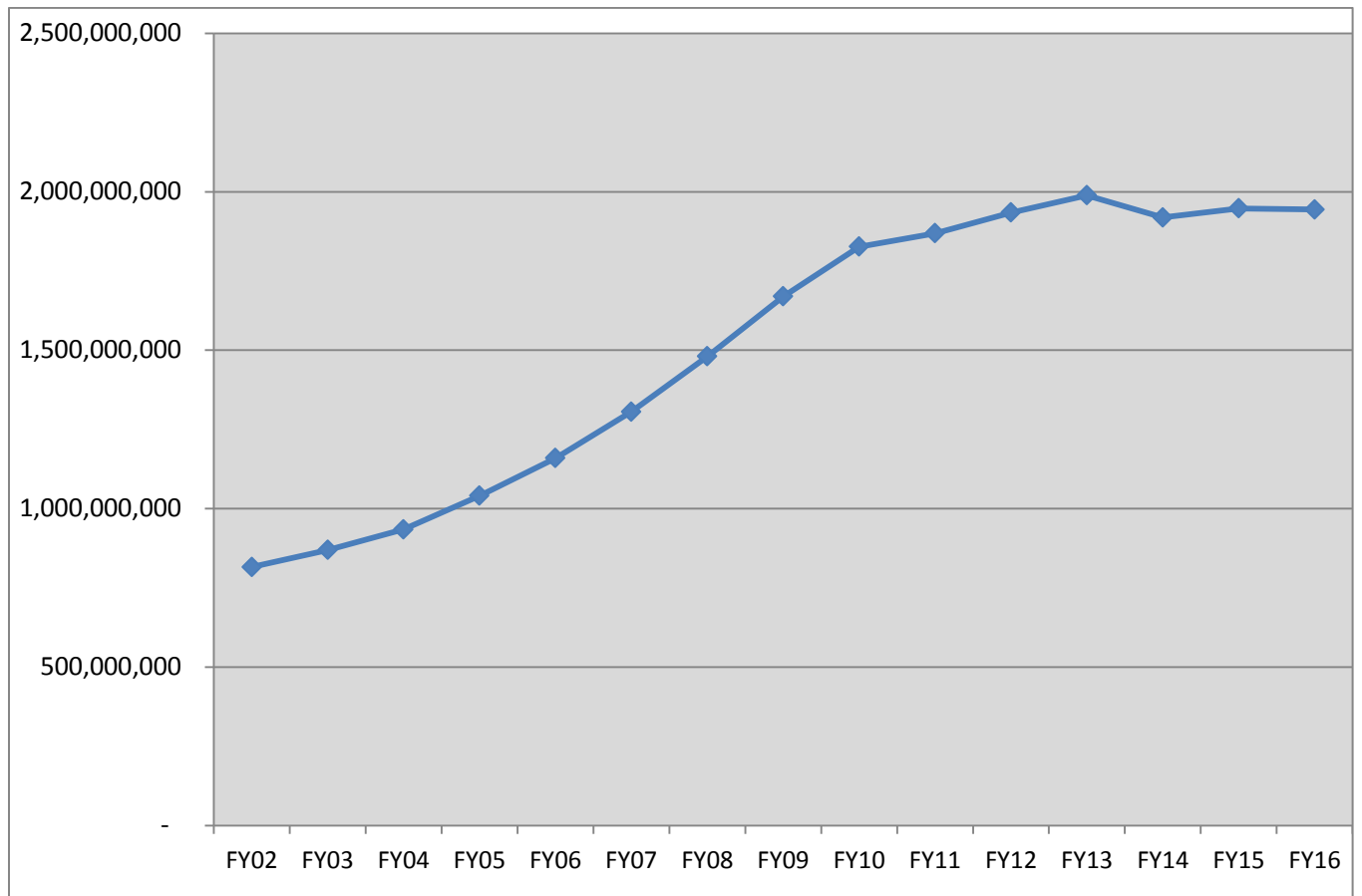
Tax Duplication (or in Lieu of) Payments

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 11, 2015

Second Reading: May 18, 2015

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2015-21**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2016,
BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016**

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 2016 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 13, 2015; 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 27, 2015.

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 2016.

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, 2015 and ending June 30, 2016.

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

Fund	Fiscal Year 2016 Appropriation
General Fund	\$ 24,448,118
Special Revenue Funds	2,504,089
Speed Camera Fund	1,912,010
GRAND TOTAL	\$ 28,864,217

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	\$ 20,500

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

Fund	Fiscal Year 2016 Appropriation
General Fund	\$2,106,752
Speed Camera Fund	\$110,810

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$111,809 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2016 through Fiscal Year 2020 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 \$ 800,000 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 2016 by Ordinance No. 2015-20.

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, 2015.

Adopted this 18th day of May, 2015 by roll-call vote as follows:

AYES: Williams, Grimes, Stewart, Seamens, Smith, Schultz
NAYS: Male
ABSTAIN: None
ABSENT: None

Introduced by: Councilmember Male

First Reading: May 11, 2015

Second Reading: May 18, 2015

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2015-20**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2016, BEGINNING JULY 1, 2015
AND ENDING JUNE 30, 2016**

- 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 21-625 of the Local Government Article of the Annotated Code of Maryland authorizes the adoption of a stormwater management utility fee system or user 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 2016, 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, 2015 and ending June 30, 2016. Said budget provides for an appropriation in the amount of \$684,750 for stormwater management activities.

SECTION 4. Use of fund balance in the amount of \$96,000 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, 2015.

Adopted by roll-call vote this 18st day of May, 2015 as follows:

AYES:	Williams, Grimes, Male, Stewart, Seamens, Smith, Schultz
NAYS:	None
ABSENT:	None
ABSTAIN:	None

Introduced by: Councilmember Smith

First Reading: May 11, 2015
Second Reading: May 18, 2015

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2015-19**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2016, BEGINNING
JULY 1, 2015 AND ENDING JUNE 30, 2016**

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 2016 will exceed the constant yield tax rate of \$ 0.575, and,

WHEREAS, Public budget hearings were held on April 13, 2015 and April 27, 2015.

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, 2015 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	\$0.585 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, 2015.

Adopted this 18st day of May, 2015, by roll-call vote as follows:

AYES: Williams, Grimes, Stewart, Seamens, Smith, Schultz
NAYS: Male
ABSTAIN: None
ABSENT: None