



CITY OF TAKOMA PARK, MARYLAND

FY08 BUDGET

JULY 1, 2007 – JUNE 30, 2008

CITY OF TAKOMA PARK, MARYLAND
7500 MAPLE AVENUE
TAKOMA PARK, MD 20912
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WWW.TAKOMAPARKMD.GOV

A z a l e a C i t y

THE CITY OF TAKOMA PARK FY08 ADOPTED BUDGET



Acknowledgements

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

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Colleen Clay, Councilmember Ward Two
Bruce R. Williams, Councilmember Ward Three
Terry J. Seamens, Councilmember Ward Four
Reuben Snipper, Councilmember Ward Five
Doug Barry, Councilmember Ward Six

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A Message from the City Council



From left: Colleen Clay, Joy Austin-Lane, Bruce R. Williams, Kathy Porter, Terry Seamens, Reuben Snipper, and Doug Barry

The City of Takoma Park



Office of the City Council

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7500 Maple Avenue
Takoma Park, MD 20912

July 1, 2007

Dear Fellow Takoma Park Residents:

Enclosed is the City of Takoma Park's adopted budget for the fiscal year beginning July 1, 2007 and ending June 30, 2008 ("FY08"). A proposed budget was submitted by the City Manager on April 6, 2007. The City Council held a public hearing in early May to receive your comments on the budget, after which we held numerous work sessions. The FY08 budget was formally approved on June 18, 2007, after receipt of additional public comments.

Recognizing the impact of rising property values, the Council reduced the real property tax rate by \$0.02 per \$100 of assessed valuation. The budget also provides continued funding in the amount of \$160,000 for the City's supplement to the State Homeowner's Tax Credit, which benefits low- and moderate-income homeowners.

In addition to tax relief, the adopted budget also focused on ensuring the advancement of certain policy areas, including the preservation of affordable housing in the community, promotion of appropriate development in various areas of the City, redevelopment of the New Hampshire Avenue corridor, and completion of the Community Center. Programming and projects related to these priorities that are reflected in the FY08 budget include the following:

- Continuation of the City's efforts to promote affordable home ownership and facilitate the purchase of rental properties by the in-place tenants. Programming includes the Capacity Building Initiative (\$34,600), the Revolving Loan Fund (\$25,000), educational programming (\$3,800), and promotion of the Homeowner and Renters Property Tax Credit Program.
- Furtherance of an ongoing survey of the condition and use of properties within the City (\$7,500). Information collected to date has provided the framework for several projects, including the targeted code enforcement initiative and the "Be a Good Neighbor" program, which involves the development and distribution of bilingual material encouraging compliance with property maintenance codes, parking restrictions, and other areas of shared concern.
- Development of a comprehensive, community driven, consensus-based design for the New Hampshire Avenue corridor (\$177,000), including associated map preparation.
- Various outreach and marketing efforts for the New Hampshire Avenue corridor (\$58,500), including development and dissemination of a comprehensive marketing study, video and website production, restaurant guide, and gateway signage.
- Installation of a series of street lamps and landscaping improvements along the commercial section of Holton Lane (\$70,000 in Community Development Block Grant funds).
- Continuation of past financial support of the Old Takoma Business Association's Main Street Program (\$25,000).
- Construction or implementation of a series of small, project specific improvements in various commercial areas of the City based on input received during the FY07 Master Plan workshops (\$65,000). Projects proposed by neighborhood residents and businesses included improved landscaping, additional or improved signage, façade improvements, trash and/or recycling containers, sidewalks, and street furniture.

- Completion of the feasibility study regarding the renovation of the Auditorium for use as a performing arts venue and a meeting space.


In regard to the tax duplication priority, the City, in conjunction with other municipalities, was successful in securing a commitment from the County Executive to review the current methodology used to calculate municipal tax duplication payments. The joint County/Municipal Task Force on Revenue Sharing began its work in May; the Task Force is expected to issue its recommendations to the County Executive by January 1, 2008. The City Manager is one of six municipal representatives on the Task Force.


In addition to actions related to the City's five priority areas, the FY08 budget also addresses other items of community concern. A few items that may be of interest to you are:

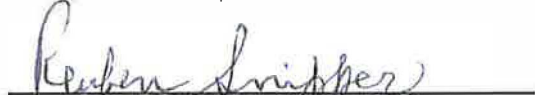
- An allocation of \$25,000 for additional neighborhood traffic studies.
- Funding in the amount of \$100,000 for infrastructure improvements to enhance pedestrian safety.
- An allocation of \$30,000 for hazard and health pruning of trees located on City property in order to extend the life of the trees.
- Expansion of the City's take-home car program for police officers in order to enhance the City's retention and recruitment efforts.
- Addition of a crime analyst to facilitate the sharing of information between the Takoma Park Police Department and other law enforcement agencies, as well as to enhance the department's ability to provide information to the community.

We are pleased to have the opportunity to serve as your City Council and to work with you for the enhancement of Takoma Park.


Sincerely,



Joy Austin-Lane, Ward Councilmember


Bruce R. Williams, Ward 3 Councilmember


Reuben Snipper, Ward 5 Councilmember


Colleen Clay, Ward 2 Councilmember


Terry Seamens, Ward 4 Councilmember


Doug Barry, Ward 6 Councilmember


Kathy Porter, Mayor

City of Takoma Park

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7500 Maple Avenue
Takoma Park, MD 20912

Barbara B. Matthews, City Manager

April 6, 2007

Members of the Takoma Park City Council:

I am pleased to present for your review and consideration my proposed budget for Fiscal Year 2008 ("FY08") for the City of Takoma Park. The preparation of this proposed budget is a significant undertaking by the Management Team and other staff members, and I wish to take this opportunity to express my appreciation to all of them. I would like to particularly acknowledge the contribution of Deputy City Manager Wayne Hobbs and Director of Finance Yovonda Brooks.

My recommended budget takes into account two key objectives, which are outlined below:

- The maintenance of adequate financial reserves to address timing differences in the City's receipt of monies and to avoid any disruption in services caused by a decline in a significant revenue source; and,
- The maintenance of Takoma Park's infrastructure and the City's vehicle and equipment fleet.

My recommended budget also reflects the priorities agreed upon by the Council in early 2006. As directed by the Council, these priorities will continue to guide staff's activities in FY08. They are:

- Preservation of affordable housing in the community
- Completion of the Community Center and exploration of the proposed gymnasium
- Promotion of appropriate development in various areas of the City of Takoma Park
- Redevelopment of the New Hampshire Avenue corridor; and,
- Fairer tax duplication payments from Montgomery County.

The proposed budget includes the financial and staffing resources necessary to advance the City's progress in the aforementioned areas. These resources are highlighted later in this transmittal message.

The FY08 budget accounts for the City's financial activities through three primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, and the Special Revenue Funds (comprised of several sub-funds). No budget is proposed for the Community Center Fund, pending further direction from the Council.

Combined expenditures for all funds equal \$20,545,625. Combined revenues for all funds total \$19,130,449. The difference reflects the use of fund balance, including monies set aside in the Equipment Replacement Reserve and cable equipment capital grant funds.

This transmittal message includes a brief overview of each fund and provides information on anticipated revenues and expenditures for FY08.

GENERAL FUND

The General Fund accounts for the day-to-day operational activities of the City, such as police protection, snow removal, and general administration. Departmental activities included in the General Fund are as follows:

- General Government
- Police
- Public Works
- Recreation
- Housing and Community Development
- Communications
- Library

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

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

The City's capital expenditures are recorded in the General Fund. These expenditures include purchase of vehicles and equipment as well as the cost of infrastructure-related projects, including street improvements. Certain monies are set aside for the scheduled replacement of vehicles and equipment; these funds are accounted for in the Equipment Replacement Reserve.

General Fund Revenues

Almost two-thirds of General Fund revenues are derived from taxes and utility fees. The second largest source is intergovernmental revenues.

The following table summarizes projected General Fund revenues for FY08 by source. Budgeted and estimated revenues for FY07 are provided for comparative purposes.

Revenue Source	Budgeted FY07	Estimated FY07	Proposed FY08
Taxes and utility fees	\$10,899,792	\$11,312,168	\$12,096,745
Licenses and permits	56,754	74,206	57,654
Fines and forfeitures	175,000	170,500	176,000
Use of money and property	110,000	272,610	200,000
Charges for service	727,900	707,261	848,880
Intergovernmental	4,478,646	4,484,401	4,586,765
Miscellaneous	61,000	80,018	105,000
Total Revenues	\$16,509,092	\$17,101,164	\$18,071,044

Like other predominantly residential communities, property taxes constitute the primary source of the City's operating revenues. Tax receipts from real property are projected to account for 49 percent of total General Fund revenues in FY08.

Property values in Takoma Park continue to be strong, with many properties experiencing a significant increase in valuation. According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) is estimated to increase by approximately \$153.5 million or 11.8 percent from the prior year.

The State Homestead Property Tax Credit limits the increase in taxable assessments each year to ten percent for property owners that meet certain criteria. Technically, the Homestead Credit does not limit the market value of the property as determined by the Department of Assessments and Taxation but limits the increase on the amount to be taxed to no more than ten percent.

The real property tax rate in FY07 was \$0.63 per \$100 of assessed valuation. The proposed rate for FY08 is \$0.61 per \$100 of assessed valuation, which will generate increased revenues of about \$807,000 compared to FY07.

Tax duplication payments from Montgomery County constitute the second largest source of the City's operating revenues. Commonly referred to as "rebates," these payments are intended to compensate Takoma Park for taxes paid to Montgomery County for services provided by the City of Takoma Park.

The Tax and Service Duplication Issues (TASDI) Committee was appointed by the City Council in the fall of 2004 to review and to provide recommendations concerning the payments the City receives from Montgomery County. As stated in the Committee's report of April 2005, "...the County's rebate to the City was significantly less than the City's actual costs for delivering duplicative services, and far less than the amount the County would likely spend if the City elected not to provide those services." The TASDI Committee recommended that Takoma Park negotiate a more accurate and fair rebate from Montgomery County for services provided by the City.

Working in conjunction with other municipalities in Montgomery County, the City was successful in securing a commitment from the County Executive to review the current methodology used to calculate municipal tax duplication payments. The work of the County/Municipal Revenue Sharing Task Force is tentatively scheduled to get underway in late April.

Pending completion of the Task Force's work, the County Executive agreed to hold all FY08 tax duplication payments at the FY07 level. In FY08, the City will receive approximately \$3.0 million in tax duplication payments, which equates to 16.6 percent of General Fund revenues in FY08. Under the current methodology, the amount received by Takoma Park would have resulted in a revenue loss of about \$214,000.

Income taxes are another major source of operating revenues for the City. Like other jurisdictions in Montgomery County, the City has experienced difficulty in accurately projecting revenues from this source. Historically, the City has received a significant payment towards the end of the fiscal year, which is posted as an audit adjustment. With the goal of arriving at a more accurate estimate of revenues from income taxes for FY08, the Director of Finance consulted with officials from Montgomery County as well as the State of Maryland. In FY08, I anticipate that the City will receive about \$2.1 million, which equates to 11.5 percent of total General Fund revenues.

In reviewing General Fund revenues for FY08, there are several additional areas that I would like to emphasize. These areas are as follows:

- Revenues from the investment of City funds are projected to increase by \$90,000 compared to budgeted revenues for FY07 due to higher interest rates and strong cash management practices.
- The City requested and received an increase in the operating grant that it receives for the New Hampshire Avenue Recreation Center. The City will receive an additional \$25,000 to address the utility costs for the Center.
- The City will receive increased funding for the operation of the day laborer site since it is unclear when the permanent Prince George's County center will open. Given that the County is fully funding the other centers in the County, staff requested full financial support for FY08, which equates to additional revenue in the amount of \$31,000.

General Fund Expenditures

My recommended budget reflects total General Fund expenditures of approximately \$19.4 million. The following table summarizes proposed expenditures for FY08 by department or budget unit. Budgeted and estimated expenditures for FY07 are provided for comparative purposes.

Department/Budget Unit	Budgeted FY07	Estimated FY07	Proposed FY08
General Government	\$ 2,045,372	\$ 1,941,536	\$ 2,272,324
Police	5,006,654	4,862,937	5,366,755
Public Works	3,507,759	3,322,898	3,758,072
Recreation	1,176,307	963,079	1,265,035
Housing & Comm. Development	1,349,500	1,298,544	1,456,868
Communications	360,484	353,169	386,695
Library	880,054	873,430	938,348
Non-departmental	1,263,977	893,743	1,784,626
Capital outlay	1,280,015	1,231,456	1,150,593
Debt service	1,055,193	990,242	1,032,493
Total Expenditures	\$17,925,315	\$16,731,034	\$19,411,809

Proposed fund expenditures are up by approximately \$1.5 million compared to budgeted expenditures for FY07. A significant portion of this amount is the result of non-recurring initiatives or capital projects, some of which are described later in this transmittal message. Because revenues are projected to exceed the budgeted amount in FY07 and fund expenditures are estimated to come in significantly under budget, there are sufficient reserve funds to fund these one-time expenditures in FY08.

Like other service agencies, the majority of the City's operational costs are personnel-related, accounting for 56 percent of total General Fund expenditures in FY08. Of the \$1.5 million increase in the General Fund budget compared to the prior year, \$826,000 is attributable to personnel-related costs. I would like to highlight the following areas relative to personnel-related costs in my recommended budget for FY08:

- The City's compensation plan, approved by the Council and implemented in FY00, provides for a market adjustment to be implemented on July 1st of each year. The market adjustment is the annual percent of change in the Department of Labor Wage and Salaries Employment Cost Index for State and Local Government as of the end of December. The December 2006 index reflects an increase of 3.5 percent.
- The base contribution rate for the State Retirement Plan has increased, resulting in an additional cost of about \$160,000. The Plan covers civilian employees working 20 hours or more per week.
- A 20 percent increase in the cost of employee health insurance is anticipated.
- All 41 commissioned/uniformed positions in the Police Department are fully funded. In both FY06 and FY07, the Council reduced the department's personnel budget because the department was significantly understaffed. I anticipate that the department will be at full strength as of July 1, 2007.
- The proposed budget reflects the addition of a crime analyst position in the Police Department. Since he joined the City staff in late February 2007, I have had extensive discussions with Chief Ronald A. Ricucci concerning a comprehensive policing strategy for the City of Takoma Park to ensure our responsiveness to all segments of the community. The Chief has recommended that the \$75,000 allocated in the FY07 budget to enhance cross-jurisdictional cooperation with the Metropolitan Police Department be utilized to hire a crime analyst to meet the objectives set forth by the Council. A crime analyst would facilitate the sharing of information between the Takoma Park Police Department and other law enforcement agencies, as well as to enhance the department's ability to provide information to the community. Additionally, Chief Ricucci plans to reorganize the current manner in which departmental staffing resources are deployed to increase visibility, not only in the Old Town business district and the residential areas adjacent to the District of Columbia border but throughout the community.
- The Public Works Department currently has three part-time custodial positions working just under 20 hours per week. As proposed, these positions would be restructured to provide for one full-time position and one part-time position working 15 hours per week. The proposed budget reflects the additional cost of the fringe benefits that would be provided to this full-time employee.
- The main reception desk is staffed by the Administration Department between the hours of 8:30 a.m. and 5:00 p.m., Monday through Friday. Multiple part-time Recreation Department employees provide coverage during the evening and on the weekend. To provide better customer service and oversight, I recommend that the City restructure the staffing hours allocated to the Recreation Department by creating a full-time position that would be responsible for staffing the main reception desk Tuesday through Saturday from 2:00 p.m. to closure of the building. The proposed budget reflects the additional cost of the fringe benefits that would be provided to this full-time employee.

- In FY07, the City began offering before-school care. Participation in the after-school enrichment program has grown steadily in recent years. The Recreation Director has recommended that the current part-time staffing hours allocated to the before-school and after-school programs be consolidated to create a 35-hour per week position that could provide oversight and coordination of both programs; this position would be eligible for fringe benefits in accordance with City policy.

While personnel-related costs account for a significant share of the increase in General Fund expenditures compared to the prior year, there are other projects/initiatives that I would like to call to your attention. They are described below:

- As noted at the beginning of this transmittal message, the Council has agreed that the redevelopment of the New Hampshire Avenue corridor is one of its primary focuses for FY08. In February 2007, the Council conceptually gave approval to the undertaking of a charrette for the redevelopment of the Ethan Allen Gateway located at the intersection of New Hampshire Avenue and Ethan Allen. A Request for Proposal has been issued, and a portion of the work is expected to take place in FY08. In addition to carryover monies (\$30,000) for completion of the Ethan Allen Gateway charrette, the Housing and Community Development budget includes funding in the amount of \$141,000 for additional community planning efforts, marketing surveys, and other tasks related to the New Hampshire Avenue corridor initiative.
- The City's take-home car program for police officers was expanded in FY07 in order to enhance the City's recruitment efforts and employee retention. Funding for the program was included in Capital Outlay. The Director of Finance subsequently determined that the acquisition of these vehicles constituted a capital lease, and the associated lease payment should be reflected in the debt service division. A budget amendment for FY07 will be submitted to the Council in the near future to reflect this change in accounting methodology. The lease payment in FY08 will be \$170,706, reflecting the payment due on the existing 15 leased vehicles and the five to be acquired in FY08.
- The Public Works Department reflects increased funding in the amount of \$30,000 for hazard and health pruning of trees located on City property. The goal is to extend the life of the trees by providing better health maintenance, thereby preserving more of the urban forest in the City.
- The Housing and Community Development budget includes funding in the amount of \$25,000 for continued support of the Main Street initiative.
- The Housing and Community Development Department budget includes funding in the amount of \$25,000 for neighborhood-specific traffic studies. This is a continuation of the initiative undertaken in FY07.
- The Capital Outlay budget includes \$100,000 for infrastructure improvements to enhance pedestrian safety.
- The Capital Outlay budget includes \$95,000 for the replacement of the City-owned and maintained decorative lights in Takoma Junction. The fixtures are more than 20 years old and have deteriorated over time, creating a risk management concern. The requested funding would provide for replacement of the existing steel poles with a fiberglass pole that is similar in style. The new fixtures would also utilize induction style lighting, which is more energy efficient.

- The Capital Outlay budget includes funding in the amount of \$75,000 for design of a new Public Works facility on the existing site to meet the current operational needs of the department. The current structure is a cinder block building that is poorly insulated. The City's vehicle and equipment fleet is much larger than it was at the time of the Public Works facility's construction, and there is inadequate storage to accommodate the current fleet. There are deficiencies in the facilities available for the washing of vehicles, and there are problems with site drainage.
- The Capital Outlay budget includes \$65,000 for improvements to the City's neighborhood commercial centers. As part of the Council's development priority, staff has conducted a series of workshops with City residents to discuss aspects of the Master Plan. The requested funding will allow implementation of some of the ideas arising out of the workshops.
- A contribution of \$500,000 to the Equipment Replacement Reserve is proposed to ensure funding for the future replacement of equipment and vehicles. As discussed during the FY07 budget process, staff recently identified a number of items, including computer servers and certain police equipment, which should be included in the Equipment Replacement Reserve program. A higher contribution is warranted in FY08 to ensure that there are sufficient funds in the Equipment Replacement Reserve to provide for the replacement of these items.

General Fund Fund Balance

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

The General Fund is anticipated to begin FY08 with a fund balance of \$5.07 million. Approximately 23 percent of this amount is set aside for specific purposes and is not available for general operations of the City. These purposes include the Equipment Replacement Reserve, and the Emergency Reserve.

The proposed budget for FY08 assumes other financing sources in the amount of \$229,500 from the sale of City-owned property. The budget contemplates the use of \$1.15 million in fund balance monies. Of this amount, about \$294,000 represents the anticipated expenditure of Equipment Replacement Reserve funds. Operating transfers in the amount of \$36,750 will be made from the General Fund to the Special Revenue funds. The balance will be used to make up the difference between operating revenues and expenditures during the fiscal year. In my opinion, it is appropriate to use surplus monies for non-recurring expenditures, such as special consulting projects or capital items. Fund balance monies should not be used for ongoing operational expenses.

As of June 30, 2008, the General Fund is projected to have a fund balance of \$3.93 million. Included in this amount are the monies designated for the Equipment Replacement Reserve and the Emergency Reserve, as well as funds received from WSSC for future street work. Combined, these restricted funds are projected to total approximately 39 percent of the total General Fund fund balance.

In accordance with the Charter of the City of Takoma Park, the FY08 budget includes two contingency accounts. Combined, these accounts equal 2.5 percent of budgeted revenues and are budgeted in the non-departmental unit of the General Fund. For the purpose of projecting the fund balance as of June 30, 2008, I have assumed expenditure of the full amount of the

contingency accounts during the fiscal year. If no contingency monies are expended, the projected fund balance would increase by approximately \$467,000.

STORMWATER MANAGEMENT FUND

The City is responsible for providing stormwater management services within its corporate boundaries. These services, which are directed by the Public Works Department, include the construction and the 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 activities related to stormwater management.

Revenues

Almost all fund revenues are derived from stormwater management fees paid by property owners in the City. Other Stormwater Management Fund revenues are derived from permit fees, late fees, interest charges, and investment earnings.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). The proposed budget for FY08 assumes no change in the base rate of \$48, which was implemented in FY07.

Revenue Source	Budgeted FY07	Estimated FY07	Proposed FY08
Use of money and property	\$ 500	\$ 0	\$ 0
Charges for service	376,000	369,297	365,000
Total Revenues	\$376,500	\$369,297	\$365,000

Expenditures

The proposed budget reflects total Stormwater Management Fund expenditures of \$356,084. The following table summarizes projected expenditures for FY08 by classification of expenditure. Budgeted and estimated expenditures for FY07 are provided for comparative purposes.

Classification of Expenditure	Budgeted FY07	Estimated FY07	Proposed FY08
Public Works	\$249,198	\$246,013	\$256,084
Capital Outlay	100,000	100,000	100,000
Total Expenditures	\$349,198	\$346,013	\$356,084

Fund expenditures include 50 percent of the personnel cost of the City Engineer, who directs the City's stormwater management activities.

Costs associated with the maintenance and repair of the City's stormwater system, as well as capital projects, are also accounted for in the Stormwater Management Fund. As noted previously in this transmittal message, the vast majority of fund revenues are derived from stormwater management fees paid by property owners in the City. These fees are billed in the third quarter of the fiscal year, which affects the timing of fund expenditures. As a result, the majority of capital projects will be constructed late in the fiscal year.

FY08 capital projects include completion of Phase Two of the Cleveland Avenue project and continuation of work at Spring Park. Other projects include the installation of new inlets and pipe on Albany and Buffalo Avenues and replacement of pipe at Columbia and Poplar Avenue.

Fund Balance

The Stormwater Management Fund is anticipated to begin FY08 with a fund balance of \$174,724. The projected fund balance as of June 30, 2008 is \$183,640.

SPECIAL REVENUE FUNDS – OVERVIEW

The City receives a variety of federal, state, and county grants that provide funding for law enforcement, community revitalization, park development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific project funded by each grant.

Revenues

The following table summarizes projected Special Revenue Fund revenues and other financing sources for FY08. Budgeted and estimated revenues for FY07 are provided for comparative purposes.

Revenue/Financing Source	Budgeted FY07	Estimated FY07	Proposed FY08
Intergovernmental	\$1,096,964	\$ 923,211	\$694,405
Operating transfer in	85,881	85,075	36,750
Total Revenues	\$1,182,845	\$1,008,286	\$731,155

The grant funding reflected above will come from a number of entities, including the Governor's Office of Crime Control and Prevention, the United States Department of Homeland Security, the Community Development Block Grant Program, and the State Highway Administration.

Program Open Space grants require a 25 percent matching contribution from the City. This amount is recorded as an operating transfer from the General Fund.

Expenditures

The proposed budget for FY08 reflects total Special Revenue Fund expenditures of \$777,732. The difference between revenues and expenditures is due to the expenditure of cable equipment grant monies in excess of those to be received in FY08.

Projects and programs to be funded with grant monies during the fiscal year include the following:

- Collaborative Supervision and Focused Enforcement (CSAFE) Program in the Takoma/Langley Crossroads
- Streetscape improvements along the commercial section of Holton Lane
- Improvements to Jackson-Boyd Park and Jequie Park
- Intersection improvements to enhance the safety of children coming to and from school

The following table summarizes these expenditures by department. Budgeted and estimated expenditures for FY07 are provided for comparative purposes.

Classification of Expenditures	Budgeted FY07	Estimated FY07	Proposed FY08
General Government	\$ 87,369	\$ 46,559	\$100,500
Police	323,312	320,148	159,261
Public Works	529,192	458,573	120,000
Housing & Comm. Development	179,299	100,229	252,971
Recreation	62,167	62,167	145,000
Total Expenditures	\$1,181,539	\$987,676	\$ 777,732

Fund Balance

The Special Revenue Funds is anticipated to begin FY08 with a fund balance of \$308,562. The projected fund balance as of June 30, 2008 is \$261,985, which is comprised of accumulated cable equipment grant monies.

COMMUNITY CENTER FUND

The Community Center Fund was established in FY03 to account for revenue and expenditure activity attributable to construction of the facility. Prior to its establishment, expenditures were accounted for in the Special Revenue Funds.

The proposed budget assumes that all activities associated with Phase One and Phase Two of the Community Center project will be complete as of June 30, 2007.

During FY07, a feasibility study of the proposed construction of a gymnasium on the site of the Community Center was completed and presented to the Council and to the community. The City applied for and did not receive State bond bill funding for the project. As of the date of this transmittal message, there has been no decision to move forward with construction of a gymnasium. Consequently, the proposed budget does not reflect any expenditures for the project.

In March 2006, the Council authorized the issuance of a Request for Proposal to identify options for renovation of the Council Chamber/Auditorium for use as both a meeting space and as a performing arts venue. Proposals are due on April 23, 2007. Pending Council direction on this matter, no funds are included in my proposed budget for either the hiring of a consultant or the renovation of the Council Chamber/Auditorium.

By Resolution No. 2006-20, the City Council authorized the use of \$435,575 in FY07 Program Open Space funds for the conceptual design and possible eventual construction of a gymnasium as the third phase of the Community Center project; POS monies are distributed on a reimbursement basis. Based on the City's cost for the gymnasium feasibility study, \$40,030 of the FY07 POS funds will be applied to the feasibility study of the proposed gymnasium. The balance remains available for the gymnasium project or, alternatively, could be reprogrammed for the Council Chamber/Auditorium renovation.

The City was awarded \$360,000 in State bond bill monies for FY07, ostensibly for the gymnasium project. These funds are distributed on a reimbursement basis. Pending further discussion and direction from the City Council regarding the proposed gymnasium project, these monies are not reflected in my proposed budget for FY08.

The only project related to the Community Center Fund that is contemplated for FY08 is the

installation of interior building signage. Due to its minor cost, the project is included in the Capital Outlay division of the General Fund.

SUMMARY

The City's annual budget determines the manner in which services will be delivered to the community during the fiscal year. As such, adoption of the budget is the most important action that the Council takes each year.

The staff and I look forward to working with you to finalize a budget for FY08 that addresses the needs of the Takoma Park community.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara B. Matthews".

Barbara B. Matthews
City Manager

Changes from the Proposed to the Adopted FY08 Budget General Fund

Proposed Expenditure Total	19,411,809
Various Departments	
Reduction: State Employee Retirement Cost	(135,002)
General Government	
Addition: Purchase of PDAs for Councilmembers	9,500
Addition: Carryover of FY07 funding for archive project with Historic Takoma, Inc.	5,000
Recreation	
Addition: Increase work hours of Coordinator of Senior Recreation Programs	25,000
Non-Departmental	
Addition: Grants to non-profit organizations	5,000
Addition: Increase in cost of City supplement to State Homeowner Property Tax Credit	50,000
Capital Outlay	
Addition: Remaining contract cost for Council Chambers/Auditorium renovation	9,000
Addition: Carryover of FY07 funding for Safe Takoma initiative	74,620
Addition: Carryover of FY07 funding for Ethan Allen Gateway design charrette	77,000
Addition: Carryover of FY07 funding for BY Morrison column repair	11,000
Addition: Carryover of FY07 funding for boiler replacement	60,000
Addition: Carryover of FY07 funding for solar roof project	13,000
Addition: Carryover of FY07 funding for Public Works facility security measures	25,000
Addition: Carryover of FY07 funding for streetlight installation	4,132
Addition: Carryover of FY07 funding for Gateway Wayfinding signage	40,000
Addition: Carryover of FY07 funding for defibrillators	9,000
Reduction: Carryover of FY07 funding for police communications equipment	(21,500)
Addition: Carryover of FY07 funding for police evidence facility	20,000
Adopted Expenditure Total	19,692,559

Changes from the Proposed to the Adopted FY08 Budget Special Revenue Funds

Proposed Revenue/Other Financing Sources Total	731,155
Police	
Addition: COPS Technology Grant funds not received in FY07	98,664
Addition: Byrne Memorial Justice Assistance Grant	19,457
Addition: Increase in County grant for CSAFE Community Outreach Coordinator	15,000
Public Works	
Addition: Community Legacy funds for Carroll Avenue streetscape not received in FY07	221,000
Addition: Carryover of General Fund contribution for Carroll Avenue streetscape project	81,242
Recreation	
Addition: Program Open Space funds not received in FY07 for design of Jackson Boyd Park	9,617
Addition: Required City match for Program Open Space funds	3,206
Addition: SHA National Recreation Trails Program funds not received in FY07	24,356
Adopted Revenue/Other Financing Sources Total	1,203,697

Proposed Expenditure Total	777,732
Police	
Addition: COPS Technology Grant funds not received in FY07	98,664
Addition: Byrne Memorial Justice Assistance Grant	19,457
Addition: Increase in County grant for CSAFE Community Outreach Coordinator	15,000
Public Works	
Addition: Carroll Avenue streetscape project funds not expended in FY07	302,242
Recreation	
Addition: Jackson Boyd Park design funds not expended in FY07	12,823
Addition: SHA National Recreation Trails program funds not expended in FY07	24,356
Adopted Expenditure Total	1,250,274

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.

FY08 Budget

In February 2007, the City Manager met with the management team to review mid-year expenditure reports for FY07 and to discuss CIP and personnel requirements for FY08. The Director of Finance provided initial revenue projections to the City Manager.

During March 2007, the City Manager met with the management team to review their FY08 operating budget requests. The Director of Finance provided final revenue projections to the City Manager. In late March, the City Manager finalized her recommended budget for FY08.

The City Manager presented her recommended operating budget for FY08 and the CIP for FY08 – FY12 to the Council on April 9, 2007. Prior to commencing its deliberations regarding the City Manager's proposed budget, the Council held an initial public hearing on May 7, 2007.

Following the public hearing, the Council conducted a series of worksessions to discuss budgetary matters. The worksessions were held on May 7, 10, 14, 17, and 21. A second public hearing was held on June 4, 2007, with the final worksession being conducted on June 11, 2007.

The Council approved the budget on June 18, 2007 and adopted several associated ordinances that set the property tax and stormwater fee rates and established compensation rates for City employees.

The adopted budget for FY08 took effect on July 1, 2007.

FY 2008 Budget at a Glance

- Total revenues (all funds) of \$19,518,543.
- Total expenditures (all funds) of \$21,298,917.
- Use of fund balance in the amount of \$1,550,874. Includes use of \$332,241 of Equipment Replacement Reserve monies and \$46,577 in cable equipment capital grant monies accrued in prior years.
- Total General Fund revenues of \$18,071,044.
- Total General Fund expenditures of \$19,692,559.
- Assessable real property base (net) projected to increase by approximately \$153.5 million or 11.8 percent from FY07.
- Reduction in real property tax rate of \$0.02 per \$100 of assessed valuation. Real property tax revenues increase by \$806,749 compared to FY07 budgeted revenues.
- Tax duplication payments unchanged from FY07 level. Joint County-Municipal Task Force to review the current methodology used to calculate municipal tax duplication payments. Task Force's work scheduled to get underway in May. Current methodology would have resulted in a revenue loss of about \$214,000.
- Increase in full-time equivalent staffing of 1.6. Reflects addition of a full-time crime analyst and the restructuring of part-time positions in Public Works and Recreation, creating a full-time position in both departments. Work hours of coordinator of senior recreation programs increased.
- Funding for completion of the New Hampshire Avenue corridor design charrette, as well as marketing and outreach efforts.
- Twenty (20) percent increase in the cost of employee health insurance.
- Increase in base contribution rate for the State Retirement, at an annual cost of about \$160,000.
- Lease of five police vehicles as part of the City's expanded take-home car program to enhance employee recruitment and retention.
- Funding in the amount of \$30,000 for hazard and health pruning of trees located on City property in order to extend the life of the trees.
- Continued financial support (\$25,000) for the Main Street initiative.
- Allocation of \$25,000 for neighborhood traffic studies and \$100,000 for infrastructure improvements to enhance pedestrian safety.
- Replacement of decorative lights in Takoma Junction, at a cost of \$95,000.
- Design of a new public works facility on the existing site at a cost of \$75,000.
- Funding in the amount of \$65,000 for improvements to the City's neighborhood commercial centers.
- Anticipated expenditures of \$147,752 for street improvements.
- Contribution of \$500,000 to the Equipment Replacement Reserve.
- Expenditures of \$356,084 for the construction, maintenance and repair of storm drains, inlets, channels, and ditches.
- Various grant-funded projects in the amount of \$1,250,274 accounted for in the Special Revenue Funds.

Personnel Schedule

Full-Time Equivalents (FTEs)

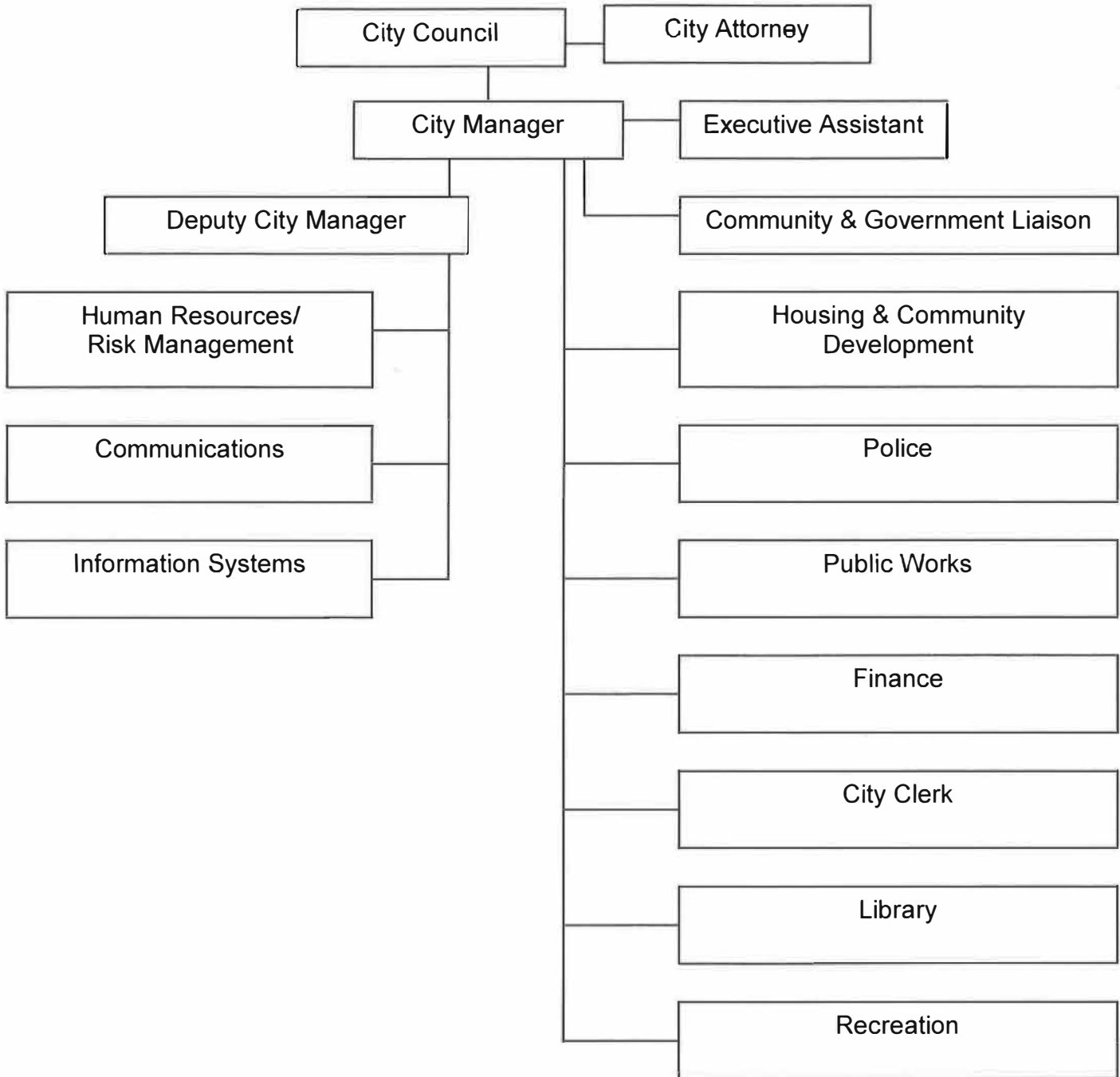
<u>Department</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY07</u>	<u>FY08</u>
General Government	17.25	15.50	15.00	16.00	16.00
Police	57.97	57.47	57.47	58.73	59.98
Public Works	31.32	32.32	33.04	32.83	32.63
Recreation	17.07	16.96	19.23	19.90	20.45
Housing and Community Development	11.81	9.81	8.81	9.50	9.50
Communications	3.00	3.00	3.00	3.00	3.00
Library	8.64	8.75	9.50	9.50	9.50
Stormwater Management	0.75	0.75	0.75	0.75	0.75
TOTAL FTEs	147.81	144.56	146.80	150.21	151.81

Note: Part-time hours for recreation staff that are based on program registration are not reflected in the above figures.

Organizational Chart

The City of Takoma Park, Maryland

Residents of Takoma Park



Financial Structure Overview

The FY08 budget accounts for the City's financial activities through three primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, and the Special Revenue Funds (comprised of several sub-funds). These funds are described in more detail below.

General Fund

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

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

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

Stormwater Management Fund

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

Special Revenue Funds

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

Combined Statement of Revenues, Expenditures, and Changes in Fund Balance

All Government Funds

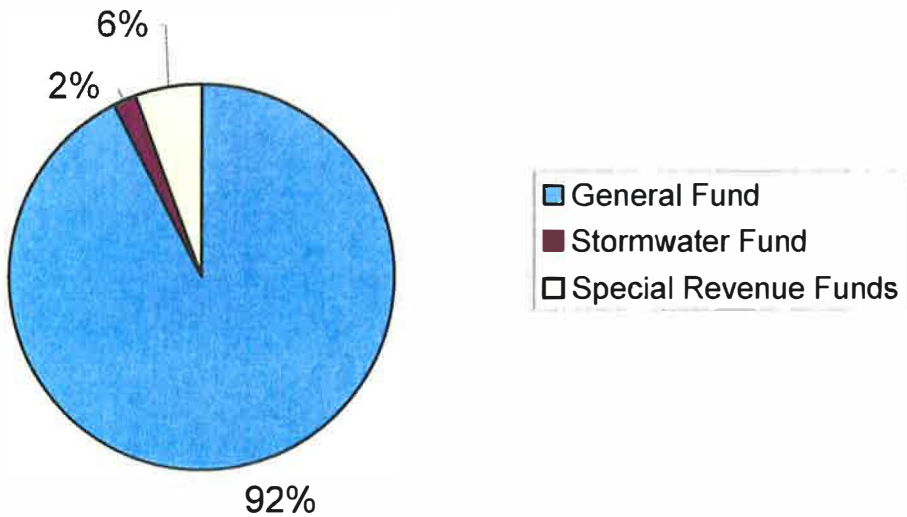
For the Fiscal Year Beginning July 1, 2007

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Total</u>
FY 2008 Revenues	18,071,044	365,000	1,082,499	19,518,543
FY 2008 Expenditures	19,692,559	356,084	1,250,274	21,298,917
Excess (deficiency) of revenues over expenditures	(1,621,515)	8,916	(167,775)	(1,780,374)
Other Financing Sources (Uses)				
Sale of property	229,500	0	0	229,500
Operating transfers in (out)	(121,198)	0	121,198	0
Total Other Financing Sources (Uses)	108,302	0	121,198	229,500
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,513,213)	8,916	(46,577)	(1,550,874)
Fund Balance				
Beginning of year	5,268,742	174,724	451,910	5,895,376
End of year	3,755,529	183,640	405,333	4,344,502

FY 08 Budget

Combined Revenues by Fund

TOTAL	\$19,518,543
General Fund	\$18,071,044
Stormwater Fund	\$365,000
Special Revenue Funds	\$1,082,499

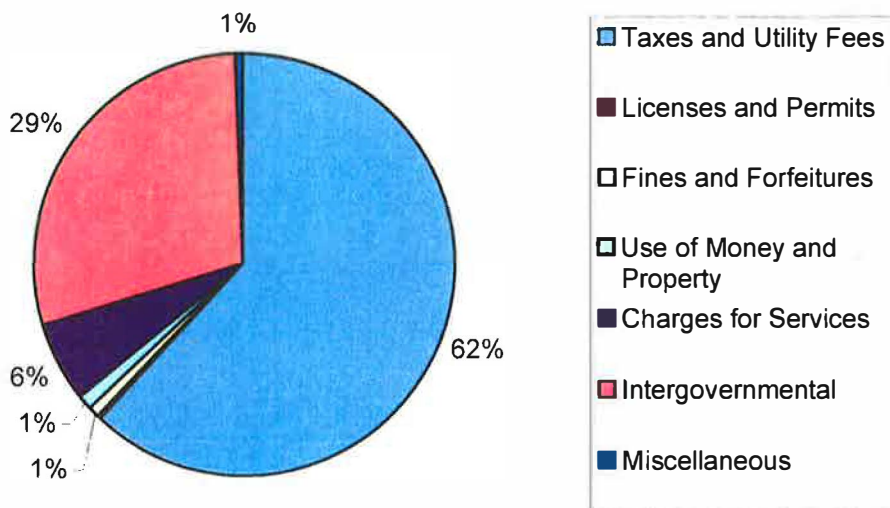


FY 08 Budget

Combined Revenues by Type

All Funds

TOTAL COMBINED REVENUES	\$19,518,543
Taxes and Utility Fees	\$12,096,745
Licenses and Permits	\$57,654
Fines and Forfeitures	\$176,000
Use of Money and Property	\$200,000
Charges for Services	\$1,213,880
Intergovernmental	\$5,669,264
Miscellaneous	\$105,000

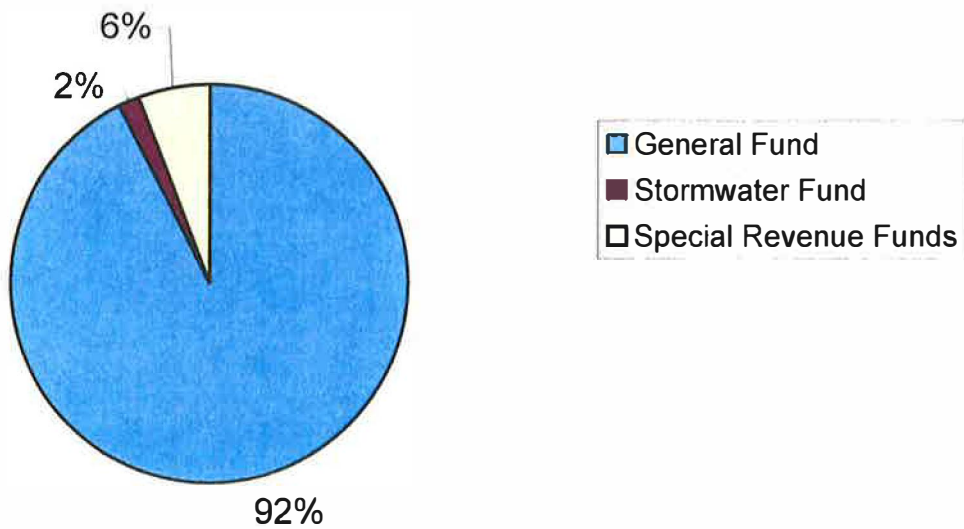


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FY 08 Budget

Combined Expenditures by Fund

TOTAL	\$21,298,917
General Fund	\$19,692,559
Stormwater Fund	\$356,084
Special Revenue Funds	\$1,250,274



General Fund Summary

	<u>Actual FY04</u>	<u>Actual FY05</u>	<u>Actual FY06</u>	<u>Adopted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
<u>REVENUES</u>						
Taxes and utility fees	8,618,452	9,826,025	10,306,405	10,899,792	11,312,168	12,096,745
Licenses and permits	60,841	63,610	62,415	56,754	74,206	57,654
Fines and forfeitures	104,539	179,323	190,287	175,000	170,500	176,000
Use of money and property	67,280	130,511	184,748	110,000	272,610	200,000
Charges for service	535,401	662,179	725,102	727,900	707,261	848,880
Intergovernmental	3,494,647	4,013,828	4,543,682	4,478,646	4,484,401	4,586,765
Miscellaneous	382,952	212,079	247,158	61,000	80,018	105,000
Total Revenues	13,264,112	15,087,555	16,259,797	16,509,092	17,101,164	18,071,044
<u>EXPENDITURES</u>						
General Government	2,027,868	1,872,710	1,746,817	2,045,372	1,941,536	2,257,412
Police	4,129,507	4,317,704	4,536,969	5,006,654	4,862,937	5,419,384
Public Works	3,127,512	3,298,099	3,374,145	3,507,759	3,322,898	3,719,850
Recreation	911,957	899,148	930,602	1,176,307	963,079	1,276,457
Housing and Community Development	955,228	907,969	978,292	1,349,500	1,298,544	1,518,834
Communications	299,080	323,696	347,211	360,484	353,169	381,950
Library	685,218	726,621	806,369	880,054	873,430	926,328
Non-departmental	606,117	607,466	395,025	1,263,977	933,743	1,848,626
Capital outlay	394,641	1,166,388	1,643,140	1,280,015	1,079,825	1,311,225
Debt service	307,088	373,930	862,505	1,055,193	990,242	1,032,493
Total Expenditures	13,444,216	14,493,731	15,621,075	17,925,315	16,619,403	19,692,559
Excess (deficiency) of revenues over expenditures	(180,104)	593,824	638,722	(1,416,223)	481,761	(1,621,515)
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	19,475	2,005,000	0	0	0	0
Sale of Property	0	0	157,951	9,000	8,658	229,500
Operating transfers in (out)	(3,019,513)	(403,141)	(801,268)	(185,881)	(102,173)	(121,198)
Total Other Financing Sources (Uses)	(3,000,038)	1,601,859	(643,317)	(176,881)	(93,515)	108,302
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(3,180,142)	2,195,683	(4,595)	(1,593,104)	388,246	(1,513,213)
<u>FUND BALANCE</u>						
Beginning of year	5,869,550	2,689,408	4,885,091	4,880,496	4,880,496	5,268,742
End of year	2,689,408	4,885,091	4,880,496	3,287,392	5,268,742	3,755,529

Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the actual and adopted figures shown above have been classified in the same manner as reflected in the FY06 audit.

General Fund

Fund Balance Projection Detail

	As Of July 1, 2006	Additions	Deletions	As Of June 30, 2007	Additions	Deletions	As Of June 30, 2008
Street Loan Proceeds	117,347	0	117,347	0	0	0	0
Emergency Reserve	332,560	0	0	332,560	0	0	332,560
Equipment Replacement Reserve	882,643	300,000	291,651	890,992	500,000	332,241	1,058,751
WSSC Contribution for Future Street Work	0	0	0	0	130,000	0	130,000
Total Reserved Fund Balance	1,332,550	300,000	408,998	1,223,552	630,000	332,241	1,521,311
Total Unreserved Fund Balance	3,547,946	797,244	300,000	4,045,190		1,810,972	2,234,218
Total Fund Balance	4,880,496			5,268,742			3,755,529

General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Actual FY04</u>	<u>Actual FY05</u>	<u>Actual FY06</u>	<u>Adopted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
Taxes and Utility Fees						
Real Property Tax	6,078,458	6,923,415	7,369,473	8,057,270	8,172,000	8,864,019
Personal Property Tax	422,086	401,076	323,626	320,000	348,100	341,600
RR and Public Utilities	162,693	174,723	167,041	170,000	167,000	169,444
Penalties and Interest	39,162	41,668	10,325	32,000	25,051	25,000
Admission and Amusement	39	108	486	100	215	300
Additions and Abatements	(16,389)	13,532	(58,142)	0	(7,354)	0
Highway Uses	349,128	530,617	588,812	648,422	607,156	616,382
Income Tax	1,583,275	1,740,886	1,904,784	1,672,000	2,000,000	2,080,000
Total--Taxes and Utility Fees	8,618,452	9,826,025	10,306,405	10,899,792	11,312,168	12,096,745
Licenses and Permits	60,841	63,610	62,415	56,754	74,206	57,654
Fines and Forfeitures	101,014	175,847	190,287	175,000	170,500	176,000
Use of Money and Property	67,280	129,794	184,748	110,000	272,610	200,000
Charges for Services						
Inspection Fees	184,581	307,210	289,416	278,600	277,000	288,000
Steve Francis Foundation	2,500	0	0	0	0	0
Public Parking Facilities	48,343	46,018	32,027	45,000	30,000	30,000
Waste Collection & Disposal Charges	70,397	64,123	53,316	73,000	65,000	65,000
Recreation Programs and Services	202,738	231,029	236,740	252,000	249,500	245,500
Library Fines and Fees	15,513	11,334	13,169	12,000	13,562	14,000
Passport Services	37,103	28,690	29,904	30,000	30,000	30,000
WSSC	74,832	72,253	19,754	0	0	130,000
Copying	2,259	717	323	1,000	1,387	1,400
Advertising--Bus Shelters	11,358	6,676	4,948	6,000	12,092	10,000
Farmer's Market	3,269	3,120	3,120	3,000	3,460	4,680
Telephone Commissions	560	202	173	300	125	300
Recyclable Sales	1,374	7,908	10,868	7,000	10,000	2,000
Mulch Sales	14,847	16,554	22,158	12,000	6,135	8,000
Special Trash Pickup	6,900	7,770	9,186	8,000	8,000	8,000
Parking Lot Lease--County	0	0	0	0	1,000	12,000
Total--Charges for Services	676,574	803,604	725,102	727,900	707,261	848,880
Intergovernmental Revenues						
Police Protection Grant (State)	394,081	432,409	479,340	411,674	412,628	400,000
SCCP Grant	305	3,500	0	0	0	0
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	89,674	90,482	103,573	103,620	103,620	119,160
County Police Rebate	453,807	454,884	564,669	564,669	564,670	630,310

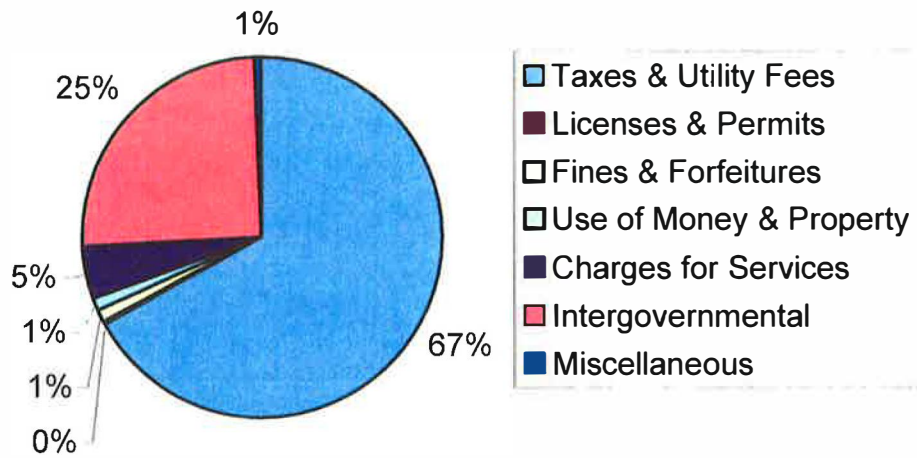
General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Audited FY04</u>	<u>Audited FY05</u>	<u>Audited FY06</u>	<u>Adopted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
In Lieu of Police	1,754,320	2,111,318	2,322,023	2,322,023	2,322,023	2,322,023
In Lieu of Roads Maintenance	250,923	339,903	430,079	442,624	442,624	442,624
In Lieu of Parks Maintenance	69,786	71,740	71,670	77,229	72,229	72,229
In Lieu of Crossing Guard	107,307	121,738	130,435	163,193	163,193	163,193
Revenue Authority--In Lieu of Taxes	5,200	0	0	0	0	0
Takoma/Langley Rec. Agreement	100,000	100,000	100,000	100,000	100,000	125,000
Hotel Motel Tax	72,739	83,929	87,725	75,000	85,000	85,000
Cable Franchise Fees	127,392	140,284	188,497	150,971	150,771	157,000
Cable--Operating	63,470	57,998	60,028	62,000	62,000	64,583
Total--Intergovernmental Revenues	3,494,647	4,013,828	4,543,682	4,478,646	4,484,401	4,586,765
Miscellaneous						
Tree Fund	10,000	10,000	15,000	0	0	0
Sales of Impounded Equipment	15	0	0	0	0	0
GASB Accrual Reserve	0	7,931	0	0	0	0
Other	157,998	21,642	30,996	25,000	25,000	25,000
Insurance Claims	23,096	0	43,270	2,000	8,148	2,000
Takoma Langley Crossroads	13,333	3,333	3,334	0	0	0
Sales Tax	6	0	0	0	0	0
WAH Administration Fee	26,000	26,000	0	0	0	0
Day Laborer Site	0	0	39,000	30,000	39,000	70,000
Takoma Foundation Grant	0	0	112,947	0	0	0
Administrative Fees--Parking	3,525	3,476	2,476	3,000	7,050	7,000
Donations	11,329	2,465	135	1,000	820	1,000
Total--Miscellaneous	245,302	74,847	247,158	61,000	80,018	105,000
Total General Fund Revenues	13,264,110	15,087,555	16,259,797	16,509,092	17,101,164	18,071,044

Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the actual and adopted figures shown above have been classified in the same manner as reflected in the FY06 audit.

FY 08 Budget General Fund Revenues by Type

TOTAL	\$18,071,044
Taxes & Utility Fees	\$12,096,745
Licenses & Permits	\$57,654
Fines & Forfeitures	\$176,000
Use of Money & Property	\$200,000
Charges for Services	\$848,880
Intergovernmental	\$4,586,765
Miscellaneous	\$105,000



FY 08 Budget

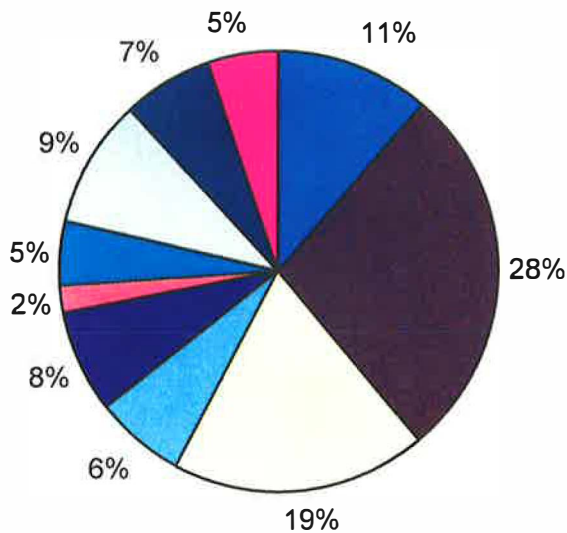
General Fund

Expenditures by Department

TOTAL EXPENDITURES

\$19,692,559

General Government	\$2,257,412
Police	\$5,419,384
Public Works	\$3,719,850
Recreation	\$1,276,457
Housing and Community Development	\$1,518,834
Communications	\$381,950
Library	\$926,328
Non-Departmental	\$1,848,626
Capital Outlay	\$1,311,225
Debt Service	\$1,032,493



Stormwater Management Fund

	<u>Audited FY04</u>	<u>Audited FY05</u>	<u>Audited FY06</u>	<u>Budgeted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
<u>REVENUES</u>						
Taxes and utility fees	0	0	0	0	0	0
Licenses and permits	0	0	0	0	0	0
Fines and forfeitures	0	0	0	0	0	0
Use of money and property	402	466	0	500	0	0
Charges for service	240,429	194,121	281,243	376,000	369,297	365,000
Intergovernmental	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Total Revenues	240,831	194,587	281,243	376,500	369,297	365,000
<u>EXPENDITURES</u>						
Public Works	132,487	96,936	106,581	249,198	246,013	256,084
Capital outlay	0	184,292	89,606	100,000	100,000	100,000
Total Expenditures	132,487	281,228	196,187	349,198	346,013	356,084
Excess (deficiency) of revenues over expenditures	108,344	(86,641)	85,056	27,302	23,284	8,916
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	0	0	0	0	0	0
Operating transfers in (out)	(200,000)	0	0	0	0	0
Total Other Financing Sources (Uses)	(200,000)	0	0	0	0	0
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(91,656)	(86,641)	85,056	27,302	23,284	8,916
<u>FUND BALANCE</u>						
Beginning of year	244,681	153,025	66,384	151,440	151,440	174,724
End of year	153,025	66,384	151,440	178,742	174,724	183,640

Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the audited and budgeted figures shown above have been classified in the same manner as reflected in the FY06 audit.

Special Revenue Funds Summary

	<u>Actual FY04</u>	<u>Actual FY05</u>	<u>Actual FY06</u>	<u>Adopted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
<u>REVENUES</u>						
Taxes and utility fees	0	0	0	0	0	0
Licenses and permits	0	0	0	0	0	0
Fines and forfeitures	0	0	0	0	0	0
Use of money and property	150	149	3	0	0	0
Charges for service	377	151	0	0	0	0
Intergovernmental	1,220,772	1,323,611	1,110,936	1,096,964	555,664	1,082,499
Miscellaneous	0	0	0	0	0	0
Total Revenues	1,221,299	1,323,911	1,110,939	1,096,964	555,664	1,082,499
<u>EXPENDITURES</u>						
General Government	357,271	117,663	309,941	87,639	46,559	100,500
Police	162,610	171,811	149,014	323,312	202,027	292,382
Public Works	737,467	316,526	570,967	529,192	156,331	489,242
Housing and Community Development	257,000	204,600	24,955	179,229	100,229	185,971
Recreation	262,903	51,984	68,928	62,167	32,068	182,179
Total Expenditures	1,777,251	862,584	1,123,805	1,181,539	537,214	1,250,274
Excess (deficiency) of revenues over expenditures	(555,952)	461,327	(12,866)	(84,575)	18,450	(167,775)
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	0	0	0	0	0	0
Operating transfers in (out)	340,900	1,445	1,821	85,881	2,173	121,198
Total Other Financing Sources (Uses)	340,900	1,445	1,821	85,881	2,173	121,198
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(215,052)	462,772	(11,045)	1,306	20,623	(46,577)
<u>FUND BALANCE</u>						
Beginning of year	194,612	(20,440)	442,332	431,287	431,287	451,910
End of year	(20,440)	442,332	431,287	432,593	451,910	405,333

Note: Fund balance figures include the Rehabilitation Loan Program. The portion of the fund balance attributable to the Rehabilitation Loan Program reflects the amount of the notes receivable.

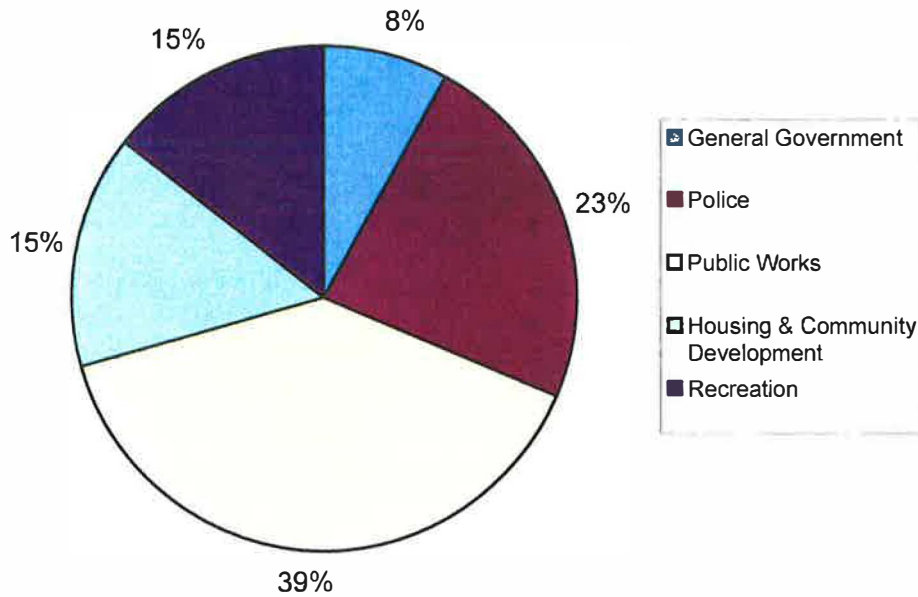
FY 08 Budget

Special Revenue Funds

Expenditures by Department

TOTAL EXPENDITURES \$1,250,274

General Government	\$100,500
Police	\$292,382
Public Works	\$489,242
Housing & Community Development	\$185,971
Recreation	\$182,179



Community Center Fund Summary

	<u>Actual FY04</u>	<u>Actual FY05</u>	<u>Actual FY06</u>	<u>Adopted FY07</u>	<u>Estimated FY07</u>	<u>Adopted FY08</u>
<u>REVENUES</u>						
Taxes and utility fees	0	0	0	0	0	0
Licenses and permits	0	0	0	0	0	0
Fines and forfeitures	0	0	0	0	0	0
Use of money and property	0	0	0	0	0	0
Charges for service	0	0	0	0	0	0
Intergovernmental	1,288,816	2,586,088	591,414	785,575	390,030	
Miscellaneous	0	0	0	0	0	0
Total Revenues	1,288,816	2,586,088	591,414	785,575	390,030	0
<u>EXPENDITURES</u>						
General Government	47,531	71,195	69,741	0	0	0
Capital Outlay	3,549,088	5,720,914	1,687,605	795,767	490,030	
Total Expenditures	3,596,619	5,792,109	1,757,346	795,767	490,030	0
Excess (deficiency) of revenues over expenditures	(2,307,803)	(3,206,021)	(1,165,932)	(10,192)	(100,000)	0
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	0	2,600,000	0	0	0	0
Operating transfers in (out)	2,878,613	401,696	799,447	100,000	100,000	
Total Other Financing Sources (Uses)	2,878,613	3,001,696	799,447	100,000	100,000	0
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	570,810	(204,325)	(366,485)	89,808	0	0
<u>FUND BALANCE</u>						
Beginning of year	0	570,810	366,485	0	0	0
End of year	570,810	366,485	0	89,808	0	0

Note: The City was awarded \$360,000 in bond bill monies for FY07. These funds are distributed on a reimbursement basis. Pending direction from the Council on the proposed gymnasium project, these monies are not reflected in the Community Center Fund for FY08. Similarly, the balance of the FY07 POS funds are not reflected.

Ordinance No. 2007-31

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2008,
BEGINNING JULY 1, 2007 AND ENDING JUNE 30, 2008**

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 2008 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 proposed budget on May 7, 2007; and,

WHEREAS, after considering the recommended budget submitted by the City Manager and the comments made at the aforementioned public hearing, the City Council has determined its priorities relative to the delivery of municipal services for Fiscal Year 2008.

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, 2007 and ending June 30, 2008.

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

Fund	Fiscal Year 2008 Appropriation
General Fund	\$19,692,559
Special Revenue Funds	1,250,274
GRAND TOTAL	\$20,942,833

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	\$121,198

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

Fund	Fiscal Year 2008 Appropriation
General Fund	\$1,513,213
Special Revenue Funds	46,577

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$90,355 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2008 through Fiscal Year 2012 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 7. 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 2008 by Ordinance No. 2007-30.

SECTION 8. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 9. This Ordinance shall be effective July 1, 2007.

Adopted this 18th day of June, 2007 by roll-call vote as follows:

AYES:	Porter, Austin-Lane, Barry, Seamens, Snipper, Williams
NAYS:	None
ABSTAIN:	None
ABSENT:	Clay

Ordinance No. 2007-29

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2008, BEGINNING
JULY 1, 2007 AND ENDING JUNE 30, 2008**

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 2008 will exceed the constant yield tax rate; and,

WHEREAS, the required public hearing was held on May 7, 2007.

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, 2007, 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	\$0.61 per \$100 of assessed valuation
Personal Property	\$1.525 per \$100 of assessed valuation
Railroad and Public Utilities	\$1.525 per \$100 of assessed valuation"

SECTION 2. This Ordinance shall be effective July 1, 2007.

Adopted this 18th day of June, 2007, by roll-call vote as follows:

AYES:	Porter, Austin-Lane, Barry, Seamens, Snipper, Williams
NAYS:	None
ABSTAIN:	None
ABSENT:	Clay

Introduced by: Councilmember Clay

First Reading: June 4, 2007
Second Reading: June 18, 2007

Ordinance No. 2007-30

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2008, BEGINNING JULY 1, 2007
AND ENDING JUNE 30, 2008**

- WHEREAS, Section 1101 of the Charter of the City of Takoma Park designates the City Council as the Stormwater Management Board for Takoma Park with all of the powers associated therewith; and,
- WHEREAS, Section 4-204(d), Environment Article and Article 29, Section 3-205(l) of the Annotated Code of Maryland authorizes the adoption of a system of charges for stormwater management programs by the City; and,
- WHEREAS, Section 1006 of the Charter of the City of Takoma Park empowers the Stormwater Management Board to charge and to collect stormwater utility fees and user charges to pay for stormwater management activities in the City; and,
- WHEREAS, the Stormwater Management Board desires to maintain a Stormwater Management Fund for the collection and payment of revenues and expenditures as it deems necessary to provide for the construction, maintenance, operations, and repair of the stormwater management system in the City.

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

- SECTION 1. For Fiscal Year 2008, a Stormwater Management fee shall be imposed on real property in the City in an amount sufficient to fund the Stormwater Management expenditures established by this Ordinance. The base rate for the Stormwater Management fee shall be \$48.00.
- SECTION 2. A Stormwater Management Fund shall be maintained into which shall be deposited:
- a) All the receipts and revenues from user charges and utility fees imposed by the City to pay for stormwater management
 - b) All charges, fees, fees-in-lieu, grants, and other contributions received from any person or governmental entity in connection with stormwater management activities or programs.
- SECTION 3. The budget adopted hereto and by reference made a part hereof is hereby adopted for the fiscal year beginning July 1, 2007 and ending June 30, 2008. Said budget provides for an appropriation in the amount of \$356,084 for stormwater management activities.

SECTION 4. 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 5. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 6. This Ordinance shall be effective July 1, 2007.

Adopted by roll-call vote this 18th day of June, 2007 as follows:

AYES:	Porter, Austin-Lane, Barry, Seamens, Snipper, Williams
NAYS:	None
ABSENT:	Clay
ABSTAIN:	None

Introduced by: Councilmember Williams

First Reading: June 4, 2007

Second Reading: June 18, 2007

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2007-32

**An Ordinance to Adopt an FY08 Pay Plan
for Staff Who are Covered by the AFSCME Collective Bargaining Agreement**

WHEREAS, the pay scale for staff who are covered by the AFSCME Collective Bargaining Agreement is tied to the Position Classification Schedule as approved by the City Manager in accordance with Title 4, Chapter 4.04.140 through 4.04.220 of the City Code, as modified by Ordinance 1999-29 or as modified herein; AND

WHEREAS, the City has determined that it is in the best interest of the City's Staff and of its Citizens to adopt a pay plan that provides for wages based on the current market; AND

WHEREAS, the City has ratified a Collective Bargaining Agreement with Local 3399, The American Federation of State, County, and Municipal Employees, which provides for a market adjustment to be effective July 1, 2008; AND

WHEREAS, the Department of Labor Wage and Salaries Employment Cost Index for State and Local Government as of December 2005 shows an annual market increase of 3.5%.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND, THAT the attached pay scale is adopted for the City staff who are covered by the Collective Bargaining Agreement with AFSCME for the Fiscal Year beginning July 1, 2007 and ending June 30, 2008, and will remain in effect until amended or repealed by the Council.

Adopted 18th day of June, 2007 by roll-call vote as follows:

AYES:	Porter, Austin-Lane, Barry, Seamens, Snipper, Williams
NAYS:	None
ABSTAIN:	None
ABSENT:	Clay

EMPLOYEE PAY SCALE - FY 08**Ordinance No. 2007 - 32****Staff who are covered by the Collective****Bargaining Agreement with AFSCME****3.5% Market Adjustment Effective July 1, 2007**

GRADE		STEP 1	STEP 2	STEP 3	STEP 4	Mkt Point	Maximum
21	Annual Hourly	\$26,565 \$12.77	\$27,362 \$13.15	\$28,183 \$13.55	\$29,029 \$13.96	\$29,900 \$14.37	\$40,379 \$19.41
22	Annual Hourly	\$28,159 \$13.54	\$29,004 \$13.94	\$29,874 \$14.36	\$30,770 \$14.79	\$31,694 \$15.24	\$42,802 \$20.58
23	Annual Hourly	\$29,849 \$14.35	\$30,744 \$14.78	\$31,667 \$15.22	\$32,617 \$15.68	\$33,595 \$16.15	\$45,370 \$21.81
24	Annual Hourly	\$31,640 \$15.21	\$32,589 \$15.67	\$33,567 \$16.14	\$34,574 \$16.62	\$35,611 \$17.12	\$48,092 \$23.12
25	Annual Hourly	\$33,538 \$16.12	\$34,544 \$16.61	\$35,581 \$17.11	\$36,648 \$17.62	\$37,747 \$18.15	\$50,978 \$24.51
26	Annual Hourly	\$35,550 \$17.09	\$36,617 \$17.60	\$37,715 \$18.13	\$38,847 \$18.68	\$40,012 \$19.24	\$54,037 \$25.98
27	Annual Hourly	\$37,683 \$18.12	\$38,814 \$18.66	\$39,978 \$19.22	\$41,178 \$19.80	\$42,413 \$20.39	\$57,279 \$27.54
28	Annual Hourly	\$41,452 \$19.93	\$42,695 \$20.53	\$43,976 \$21.14	\$45,295 \$21.78	\$46,654 \$22.43	\$63,007 \$30.29
29	Annual Hourly	\$45,597 \$21.92	\$46,965 \$22.58	\$48,374 \$23.26	\$49,825 \$23.95	\$51,320 \$24.67	\$69,307 \$33.32
30	Annual Hourly	\$52,437 \$25.21	\$54,010 \$25.97	\$55,630 \$26.75	\$57,299 \$27.55	\$59,018 \$28.37	\$79,704 \$38.32
31	Annual Hourly	\$60,302 \$28.99	\$62,111 \$29.86	\$63,974 \$30.76	\$65,894 \$31.68	\$67,870 \$32.63	\$91,659 \$44.07

Introduced by: Councilmember Austin-Lane

First Reading: June 4, 2007

Second Reading: June 18, 2007

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2007-33

**An Ordinance to Adopt an FY08 Pay Plan for Management Staff
and for Staff Who Are Not Covered By a Collective Bargaining Agreement**

WHEREAS, the pay scale for the City's management staff and staff who are not covered by a collective bargaining agreement is tied to the Position Classification Schedule as approved by the City Manager in accordance with Title 4, Chapter 4.04.140 through 4.04.220 of the City Code as modified by Ordinance 1999-28 or as modified herein; AND

WHEREAS, the City has determined that it is in the best interest of the City's Staff and of its Citizens to adopt a pay plan that provides for wages based on the current market; AND

WHEREAS, the Department of Labor, Wage and Salaries Employment Cost Index for State and Local Government as of December 2006 shows an annual market increase of less than 3.5%; AND

WHEREAS, the City wishes to provide benefits to non-union employees that equate to those received by union employees.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND, THAT the attached pay scale is adopted for the City's management staff and staff who are not covered by a collective bargaining agreement for the Fiscal Year beginning July 1, 2007 and ending June 30, 2008, and will remain in effect until amended or repealed by the Council.

Adopted this 18th day of June, 2007 by roll-call vote as follows:

AYES:	Porter, Austin-Lane, Barry, Seamens, Snipper, Williams
NAYS:	None
ABSTAIN:	None
ABSENT:	Clay

EMPLOYEE PAY SCALE - FY 08**ORDINANCE No. 2007 - 33**

**For Management Staff and Staff who are not covered
by a collective bargaining agreement.**

3.5% Market Adjustment Effective July 1, 2007

GRADE		STEP 1	STEP 2	STEP 3	STEP 4	Mkt Point	Maximum
21	Annual Hourly	\$26,565 \$12.77	\$27,362 \$13.15	\$28,183 \$13.55	\$29,029 \$13.96	\$29,900 \$14.37	\$35,332 \$16.99
22	Annual Hourly	\$28,159 \$13.54	\$29,004 \$13.94	\$29,874 \$14.36	\$30,770 \$14.79	\$31,694 \$15.24	\$37,452 \$18.01
23	Annual Hourly	\$29,849 \$14.35	\$30,744 \$14.78	\$31,667 \$15.22	\$32,617 \$15.68	\$33,595 \$16.15	\$39,699 \$19.09
24	Annual Hourly	\$31,640 \$15.21	\$32,589 \$15.67	\$33,567 \$16.14	\$34,574 \$16.62	\$35,611 \$17.12	\$42,081 \$20.23
25	Annual Hourly	\$33,538 \$16.12	\$34,544 \$16.61	\$35,581 \$17.11	\$36,648 \$17.62	\$37,747 \$18.15	\$44,606 \$21.45
26	Annual Hourly	\$35,550 \$17.09	\$36,617 \$17.60	\$37,715 \$18.13	\$38,847 \$18.68	\$40,012 \$19.24	\$47,282 \$22.73
27	Annual Hourly	\$37,683 \$18.12	\$38,814 \$18.66	\$39,978 \$19.22	\$41,178 \$19.80	\$42,413 \$20.39	\$50,119 \$24.10
28	Annual Hourly	\$41,452 \$19.93	\$42,695 \$20.53	\$43,976 \$21.14	\$45,295 \$21.78	\$46,654 \$22.43	\$55,131 \$26.51
29	Annual Hourly	\$45,597 \$21.92	\$46,965 \$22.58	\$48,374 \$23.26	\$49,825 \$23.95	\$51,320 \$24.67	\$60,644 \$29.16
30	Annual Hourly	\$52,437 \$25.21	\$54,010 \$25.97	\$55,630 \$26.75	\$57,299 \$27.55	\$59,018 \$28.37	\$69,741 \$33.53
31	Annual Hourly	\$60,302 \$28.99	\$62,111 \$29.86	\$63,974 \$30.76	\$65,894 \$31.68	\$67,870 \$32.63	\$80,202 \$38.56
32	Annual Hourly	\$69,347 \$33.34	\$71,428 \$34.34	\$73,571 \$35.37	\$75,778 \$36.43	\$78,051 \$37.52	\$92,232 \$44.34
33	Annual Hourly	\$79,749 \$38.34	\$82,142 \$39.49	\$84,606 \$40.68	\$87,144 \$41.90	\$89,759 \$43.15	\$106,067 \$50.99
34	Annual Hourly	\$91,712 \$44.09	\$94,463 \$45.41	\$97,297 \$46.78	\$100,216 \$48.18	\$103,222 \$49.63	\$121,977 \$58.64

Introduced by: Councilmember Austin-Lane

First Reading: June 4, 2007

Second Reading: June 18, 2007

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2007-34

An Ordinance to Adopt a Revised Pay Scale For Police Officers for FY 08

WHEREAS: the pay scale for police officers for FY 08, tied to the Position Classification Schedule as approved by the City Manager in accordance with Article 4, Section 4.04.140 through 4.04.220 of the City Code as modified by Ordinance 1999-29 or as modified herein; AND

WHEREAS: the City has determined that it is in the best interest of the City's Staff and of its Citizens to adopt a pay plan that provides for wages based on the current market, AND

WHEREAS, the City has ratified a Collective Bargaining Agreement with Local 400, which provides for a market adjustment to be effective July 1, 2007; AND

WHEREAS, the Department of Labor Wage and Salaries Employment Cost Index for State and Local Government as of December 2006 shows an annual market increase for wages of 3.5%

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF TAKOMA PARK MARYLAND THAT: the attached pay scale is adopted for the City's Police Officers for the Fiscal Year beginning July1, 2007 and ending June 30, 2008, and will remain in effect until amended or repealed by the City Council.

Adopted this 18th day of June, 2007 by roll call vote as follows:

AYES: Porter, Austin-Lane, Barry, Seamens, Snipper, Williams

NAYS: None

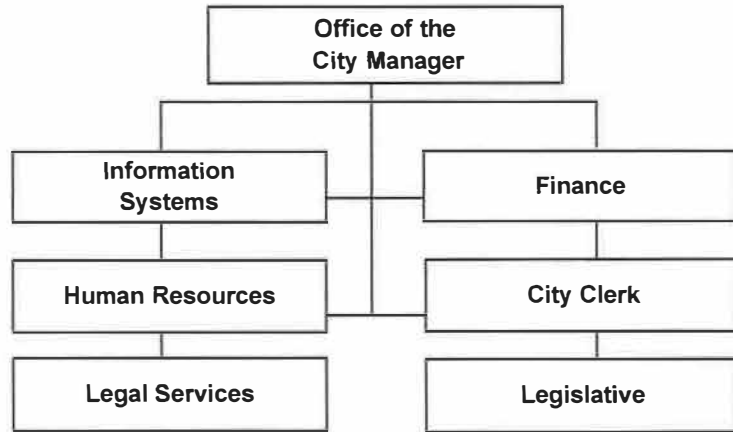
ABSTAIN: None

ABSENT: Clay

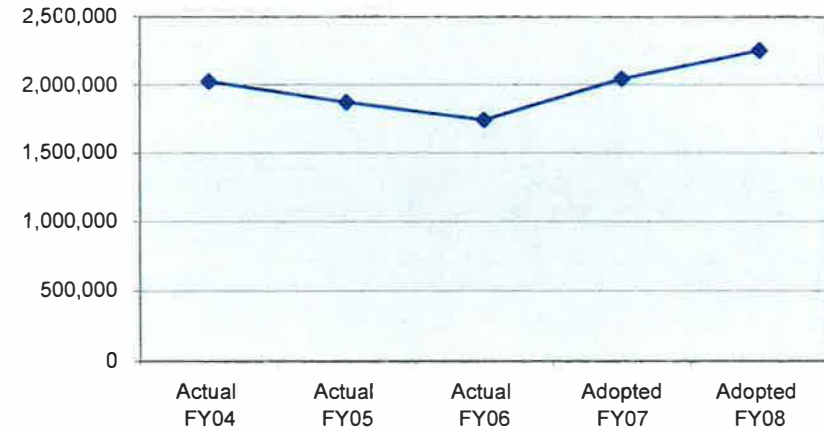
POLICE PAY SCALE - FY 08 **Ordinance No. 2007 - 34**
3.5% Market Adjustment Effective July 1, 2007

GRADE		STEP 1	STEP 2	STEP 3	STEP 4	Mkt Point	Maximum
1-CADET	Annual	\$36,156					
Hourly	Hourly	\$17.38					
3- PVT	Annual	\$41,380	\$42,622	\$43,900	\$45,217	\$46,574	\$55,036
Hourly	Hourly	\$19.89	\$20.49	\$21.11	\$21.74	\$22.39	\$26.46
4-PFC	Annual	\$45,518	\$46,884	\$48,290	\$49,739	\$51,231	\$60,539
Hourly	Hourly	\$21.88	\$22.54	\$23.22	\$23.91	\$24.63	\$29.11
5-CPL	Annual	\$52,346	\$53,916	\$55,534	\$57,200	\$58,916	\$69,620
Hourly	Hourly	\$25.17	\$25.92	\$26.70	\$27.50	\$28.32	\$33.47
6-SGT	Annual	\$60,198	\$62,004	\$63,864	\$65,780	\$67,753	\$80,063
Hourly	Hourly	\$28.94	\$29.81	\$30.70	\$31.62	\$32.57	\$38.49
7-LT	Annual	\$69,227	\$71,304	\$73,443	\$75,647	\$77,916	\$92,072
Hourly	Hourly	\$33.28	\$34.28	\$35.31	\$36.37	\$37.46	\$44.27

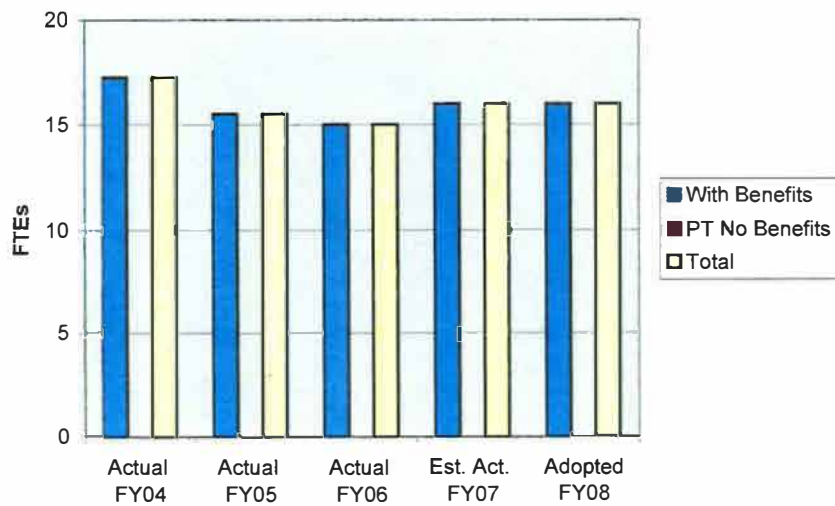
General Government



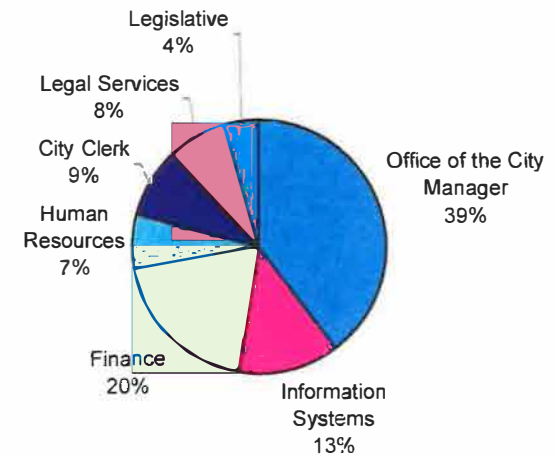
Expenditure History



Staffing Trend (FTEs)



Budget by Division



General Government

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Legislative	76,539	72,475	68,312	100,100
General Management	677,245	852,789	809,522	896,213
Finance	374,881	381,529	391,102	447,566
Legal	143,366	172,150	141,650	172,150
Information Systems	247,511	252,858	252,616	286,494
Human Resources	98,785	136,081	105,949	160,376
City Clerk	128,490	177,490	172,385	194,513
Department Total	1,746,817	2,045,372	1,941,536	2,257,412

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	950,155	1,111,194	1,104,177	1,170,984
Fringe Benefits	305,038	325,793	321,634	342,428
Overtime	1,892	9,500	968	8,000
Contractual Labor	10,722	13,000	8,000	10,500
Personnel Subtotal	1,267,807	1,459,487	1,434,779	1,531,912
Supplies	26,591	34,950	30,259	42,650
Services and Charges	350,907	421,585	367,037	536,450
Miscellaneous	101,512	129,350	109,461	146,400
Department Total	1,746,817	2,045,372	1,941,536	2,257,412

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Passport Service	29,904	30,000	30,000	30,000
Investment Earnings	126,402	90,000	227,816	170,000
Subtotal	156,306	120,000	257,816	200,000
General Fund	1,590,511	1,925,372	1,683,720	2,057,412
Department Total	1,746,817	2,045,372	1,941,536	2,257,412

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
General Management	6.00	7.00	7.00	7.00
Finance	4.00	4.00	4.00	4.00
Information Systems	2.00	2.00	2.00	2.00
Human Resources	1.00	1.00	1.00	1.00
City Clerk	2.00	2.00	2.00	2.00
Department Total	15.00	16.00	16.00	16.00

General Government

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- Departmental expenditures are expected to be approximately \$103,836 less than budget.
- The variance is primarily attributable to less than anticipated contractual costs in General Management and Human Resources.

FY08 Budget Highlights:

- Departmental expenditures are \$212,040 higher—an increase of 10.4 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs remain unchanged.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.
- Approximately 68 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$72,425 compared to budgeted expenditures for FY07.

- Approximately 24 percent of departmental expenditures are services and charges. This category includes the City's cost for legal services and other contractual expenditures, including the annual financial audit and computer hardware and software maintenance fees.
- Services and charges are up by \$114,865 compared to budgeted expenditures for FY07. The increase is primarily due to higher costs for financial auditing services and computer support. New costs include a valuation of the City's infrastructure to comply with Governmental Accounting Standard Board Statement 34, funding for a job classification study, and acquisition of Personal Digital Assistants for City Councilmembers.
- Miscellaneous expenditures are up by \$17,050 compared to budgeted expenditures for FY07. The majority of this expense is attributable to costs associated with the November 2007 general election.



General Government

Division: Legislative

Division Purpose:

Accounts for salary and fringe benefits costs of the seven members of the City Council, as well as other expenses related to the activities of the Council, including election costs.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$4,163 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs. The Ward 5 Councilmember seat was vacant for approximately two months.

FY08 Budget Highlights:

- Division expenditures are \$27,625 higher—an increase of 38.1 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is attributable to the purchase of Personal Digital Assistants for the City Council and costs related to the general municipal election to be held in November 2007.
- Approximately 50 percent of division expenditures are personnel related. Members of the City Council are appointed officials and are therefore not reflected in the City's FTE count.
- Services and charges account for about ten percent of division expenditures. This category includes the cost of the Personal Digital Assistants for the City Council (\$9,500).
- Approximately 40 percent of division expenditures are categorized as miscellaneous. This category includes election-related costs (\$15,000) and conference/training expenses (\$15,000).

Division Expenditures	Actual FY06	Adopted FY07	Esti- mated FY07	Adopted FY08
Legislative	76,539	72,475	68,312	100,100
Division Total	76,539	72,475	68,312	100,100

Division Expenditures by Type	Actual FY06	Adopted FY07	Esti- mated FY07	Adopted FY08
Wages	44,169	44,000	43,078	46,200
Fringe Benefits	3,380	3,500	2,800	3,600
Overtime	0	0	0	0
Personnel Subtotal	47,549	47,500	45,878	49,800
Supplies	0	500	0	500
Services and Charges	307	475	475	10,000
Miscellaneous	28,683	24,000	21,959	39,800
Department Total	76,539	72,475	68,312	100,100

General Government

Division Summary – General Management

	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Division Expenditures				
General Management	677,245	852,789	809,522	896,213
Division Total	677,245	852,789	809,522	896,213

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	425,802	543,925	527,450	568,148
Fringe Benefits	136,788	152,564	148,700	160,465
Overtime	37	1,000	300	500
Contractual Labor	6,239	5,000	0	2,500
Personnel Subtotal	568,866	702,489	676,450	731,613
Supplies	11,650	11,500	12,472	21,000
Services and Charges	38,912	75,000	57,300	78,800
Miscellaneous	57,817	63,800	63,300	64,800
Department Total	677,245	852,789	809,522	896,213

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	6.00	7.00	7.00	7.00
FTEs without benefits	0.00	0.00	0.00	0.00
Total Division FTEs	6.00	7.00	7.00	7.00

Position Title	Adopted FY07	Adopted FY08
City Manager	1.00	1.00
Deputy City Manager	1.00	1.00
Comm. and Govt. Liaison	1.00	1.00
Management Assistant	1.00	1.00
Executive Assistant	1.00	1.00
Staff Assistant	1.00	1.00
Office Assistant	1.00	1.00
Division Total	7.00	7.00

General Government

Division – General Management

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$43,267 less than budget.
- The variance is primarily attributable to position vacancies and lower than anticipated contractual costs.

FY08 Budget Highlights:

- Division expenditures are \$43,424 higher—an increase of 5.1 percent—compared to budgeted expenditures for FY07.
- The majority of the budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 82 percent of division expenditures are personnel related.
- Other major division expenditures include contractual costs, such as the resident survey, and association dues, including the Maryland Municipal League and the National League of Cities. Together, these areas account for \$80,000, or about nine percent, of division expenditures.

Management Objectives:

- Assist the City Council with the establishment of goals and priorities.
- Implement the policy directives of the City Council. Provide periodic progress reports to the City Council.
- Maintain effective, timely, and equitable communication with all members of the City Council.
- Manage the City government in accordance with the parameters of the City's operating and capital budget. Provide quarterly financial reports to the City Council.
- Promote the interests of the City with other levels of government.
- Ensure that the City is prepared for unanticipated emergencies.
- Coordinate completion of resident survey.

General Government

Division Summary – Finance

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Finance	374,881	381,529	391,102	447,566
Division Total	374,881	381,529	391,102	447,566

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	214,043	223,583	231,593	241,426
Fringe Benefits	61,104	63,366	63,365	65,190
Overtime	0	4,000	0	3,000
Personnel Subtotal	275,147	290,949	294,958	309,616
Supplies	5,903	11,000	7,287	9,000
Services and Charges	88,425	66,980	81,555	118,350
Miscellaneous	5,406	12,600	7,302	10,600
Department Total	374,881	381,529	391,102	447,566

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	4.00	4.00	4.00	4.00
Ftes without benefits	0.00	0.00	0.00	0.00
Total Division FTEs	4.00	4.00	4.00	4.00

Position Title	Adopted FY07	Adopted FY08
Director of Finance	1.00	1.00
Senior Account Clerk	1.00	1.00
Account Clerk II	2.00	2.00
Division Total	4.00	4.00

General Government

Division – Finance

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$9,573 more than budget.
- The variance is primarily attributable to higher than anticipated personnel costs and computer software maintenance charges.

FY08 Budget Highlights:

- Division expenditures are \$66,037 higher—an increase of 17.3 percent—compared to budgeted expenditures for FY07.
- The majority of the budgetary increase is attributable to increased costs for financial auditing services. The division's budget also includes funding for a valuation of the City's infrastructure as required by Governmental Accounting Standard Board Statement 34. These costs are reflected in Services and Charges.
- Division FTEs remain unchanged.
- Approximately 69 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 \$99,000, or about 22 percent, of division expenditures.

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Receive an unqualified audit opinion	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting	N/A	Yes	Yes
Percentage of employees on payroll direct deposit	72.0%	73.3%	74.0%
Number of payroll checks and direct deposits	4,806	4,843	4,900
Number of accounts payable checks issued	3,493	4,114	4,200
Number of stormwater bills issued	3,865	3,867	3,867
Number of rental license bills issued	522	456	460
Number of refuse bills issued	242	239	240

General Government

Division: Legal

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$30,500 less than budget.

FY08 Budget Highlights:

- No variance compared to budgeted expenditures for FY07.
- The services of Silber, Perlman, Sigman, and Tilev, PC are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.
- In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PC, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total one percent of division expenditures.

Management Objectives:

- Conduct an ethics training session some time after the November 2007 municipal election.
- Continue to monitor legislative initiatives or court cases that may impact the City of Takoma Park.
- Review, in conjunction with the City Manager, the current process for addressing code enforcement concerns, with the goal of processing municipal infractions in a more expeditious fashion or identifying an alternative way of gaining compliance.

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Legal	143,366	172,150	141,650	172,150
Division Total	143,366	172,150	141,650	172,150

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	0	0	0	0
Fringe Benefits	0	0	0	0
Overtime	0	0	0	0
Personnel Subtotal	0	0	0	0
Supplies	0	0	0	0
Services and Charges	142,741	170,000	140,000	170,000
Miscellaneous	625	2,150	1,650	2,150
Department Total	143,366	172,150	141,650	172,150

General Government

Division Summary – Information Systems

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Information Systems	247,511	252,858	252,616	286,494
Division Total	247,511	252,858	252,616	286,494

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	119,839	126,931	127,715	132,205
Fringe Benefits	49,841	48,227	48,330	51,589
Overtime	1,603	2,000	121	2,000
Personnel Subtotal	171,283	177,158	176,166	185,794
Supplies	4,856	4,100	4,550	4,100
Services and Charges	69,179	66,600	67,500	91,600
Miscellaneous	2,193	5,000	4,400	5,000
Department Total	247,511	252,858	252,616	286,494

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	0.00	0.00	0.00	0.00
Total Division FTEs	2.00	2.00	2.00	2.00

Position Title	Adopted FY07	Adopted FY08
Information Systems Manager	1.00	1.00
Information Systems Specialist	1.00	1.00
Division Total	2.00	2.00

General Government

Division – Information Systems

Division Purpose:

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

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$33,636 higher—an increase of 13.3 percent—compared to budgeted expenditures for FY07.
- The majority of the budgetary increase is attributable to the centralization of computer software maintenance changes, as well as personnel costs.
- Division FTEs remain unchanged.
- Approximately 65 percent of division expenditures are personnel related.
- The other major division expenditure is computer hardware and software maintenance charges. This accounts for \$62,000, or 22 percent, of division expenditures.

Management Objectives:

- Manage and maintain City network to ensure maximum availability.
- Replace City's personal computers each fiscal year as they reach 4 years of usage.
- Continue offering in-house computer training to ensure all staff stays familiar with software packages used by the City.

- Provide hardware and software support for 128 personal computers, 19 PDA devices, 17 laptops, 26 servers, 54 network printers, 56 cell phones, 161 digital phones, and 4 VoIP phones at all City offices.
- Complete the upgrade of GroupWise, the City's email, scheduling, and collaboration software.
- Maintain backups of critical software and data.
- Provide implementation support for the Police Department's migration to Montgomery County's radio communication, dispatching, and reporting system.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of digital phones supported	159	161	161
Number of cell phones supported	51	56	60
Number of voice mail boxes supported	195	203	203
Number of voice system moves, adds, and changes	117	103	90
Number of computers supported	120	128	132
Number of laptop computers supported	15	17	25
Number of printers and copiers	47	54	60
Number of network and PC support calls	247	224	200

General Government

Division Summary – Human Resources

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Human Resources	98,785	136,081	105,949	160,376
Division Total	98,785	136,081	105,949	160,376

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	66,658	65,836	65,832	68,136
Fringe Benefits	16,494	17,835	17,670	17,790
Overtime	0	0	0	0
Contractual Labor	3,132	8,000	8,000	8,000
Personnel Subtotal	86,284	91,671	91,502	93,926
Supplies	1,505	2,700	2,200	2,900
Services and Charges	5,226	28,660	6,797	47,000
Miscellaneous	5,770	13,050	5,450	16,550
Division Total	98,785	136,081	105,949	160,376

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.00	1.00	1.00	1.00
FTEs without benefits	0.00	0.00	0.00	0.00
Total Division FTEs	1.00	1.00	1.00	1.00

Position Title	Adopted FY07	Adopted FY08
Human Resources Manager	1.00	1.00
Division Total	1.00	1.00

General Government

Division – Human Resources

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$30,132 less than budget.
- The variance is primarily attributable to lower than anticipated contractual costs.

FY08 Budget Highlights:

- Division expenditures are \$24,295 higher—an increase of 17.8 percent—compared to budgeted expenditures for FY07.
- The majority of the budgetary increase is attributable to funding for a classification study, at a cost of \$19,000.
- Division FTEs remain unchanged.
- Approximately 59 percent of division expenditures are personnel related.
- Services and charges represent about 29 percent of division expenditures. This category includes the cost of the classification study referenced above and other contractual services.
- Approximately ten percent of division expenditures are categorized as miscellaneous. This includes the cost of job announcements, background checks, and other employee recruitment costs.

Management Objectives:

- Conduct a wage survey and a classification study to facilitate the establishment of employee salaries in FY09.
- Implement new on-line performance management system, including associated staff training on its use.
- Implement first phase of Intranet system.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of employees participating in customer service training	65	45	20
Number of employees participating in diversity training	N/A	148	20
Number of employees participating in defensive driving training	15	80	30
Number of employees participating in City-sponsored Spanish language classes	17	13	10

General Government

Division Summary – City Clerk

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
City Clerk	128,490	177,490	172,385	194,513
Division Total	128,490	177,490	172,385	194,513

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	79,644	106,919	108,509	114,869
Fringe Benefits	37,431	40,301	40,769	43,794
Overtime	252	2,500	547	2,500
Contractual Labor	1,351	0	0	0
Personnel Subtotal	118,678	149,720	149,825	161,163
Supplies	2,677	5,150	3,750	5,150
Services and Charges	6,117	13,870	13,410	20,700
Miscellaneous	1,018	8,750	5,400	7,500
Department Total	128,490	177,490	172,385	194,513

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits				
Total Division FTEs	2.00	2.00	2.00	2.00

Position Title	Adopted FY07	Adopted FY08
City Clerk	1.00	1.00
Assistant City Clerk	1.00	1.00
Division Total	2.00	2.00

General Government

Division – City Clerk

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be approximately \$5,105 less than budget.
- The variance is primarily attributable to lower than anticipated costs for training.

FY08 Budget Highlights:

- Division expenditures are \$17,023 higher—an increase of 9.6 percent—compared to budgeted expenditures for FY07.
- The majority of the budgetary increase is attributable to personnel costs and a contract with Historic Takoma, Inc. for archival services.
- Division FTEs remain unchanged.
- Approximately 83 percent of departmental expenditures are personnel related.

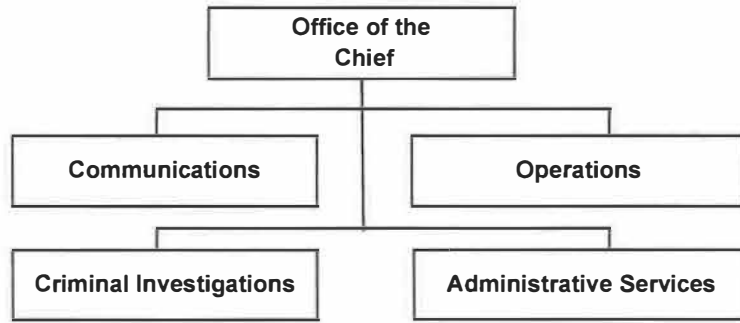
Management Objectives:

- Oversee City's first general election utilizing Instant Run-off Voting.
- Finalize City's records management plan and submit it to the State for approval. Upon receipt of approval, work with staff to address the appropriate storage and disposal of records.
- Continue to look for ways to make more information available to the community.

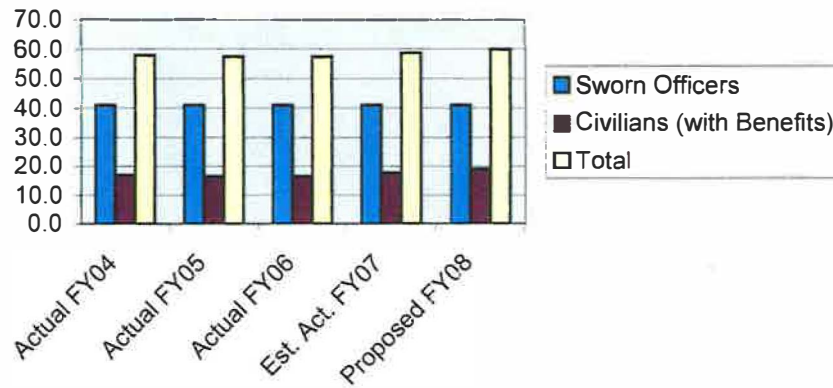
Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of candidates for office processed	10	3	10
Percentage of voter turnout *FY07 = Special Election	25%	16%	25%
Number of Council meetings supported	43	42	43
Number of other meetings supported	18	24	36

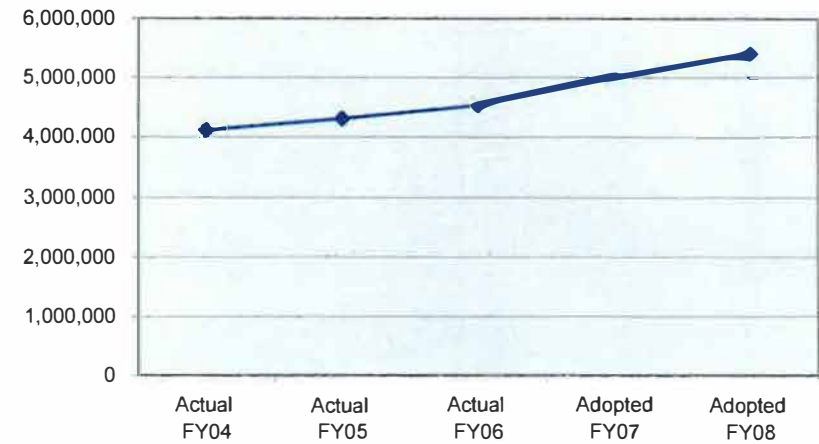
Police



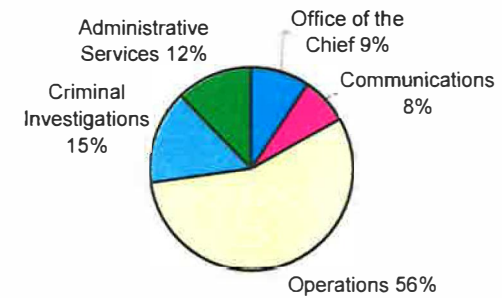
Staffing Trend (FTEs)



Expenditure History



Budget by Division



Police

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Office of the Chief	359,575	474,837	403,369	505,346
Communications	242,742	386,390	301,284	407,785
Operations	2,797,796	2,755,910	2,942,045	3,027,720
Criminal Investigations	556,196	688,586	527,429	821,092
Administrative Services	580,660	700,931	688,810	657,441
Department Total	4,536,969	5,006,654	4,862,937	5,419,384

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	2,614,511	2,852,466	2,925,980	3,190,454
Promotional Adjustments	0	15,000	0	15,000
Car and Clothing Allowances	106,000	96,800	80,960	70,440
Fringe Benefits	1,181,953	1,425,518	1,282,237	1,496,520
Overtime	225,749	132,000	141,410	138,500
Overtime--Training	35,133	38,000	34,200	38,000
Overtime--Holiday	14,738	16,500	11,327	17,750
Night Differential	53,035	33,000	43,070	44,000
Employee Recognition	0	0	151	0
Personnel Subtotal	4,231,139	4,609,284	4,519,335	5,010,664
Supplies	70,363	86,800	106,382	88,000
Services and Charges	157,947	157,370	162,120	232,520
Miscellaneous	77,520	153,200	75,100	88,200
Department Total	4,536,969	5,006,654	4,862,937	5,419,384

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Police Protection (State)	479,340	411,674	412,628	400,000
Police Rebate	564,669	564,669	564,670	630,130
In Lieu of Police	2,322,023	2,322,023	2,322,023	2,322,023
In Lieu of Crossing Guard	130,435	163,193	163,193	163,193
Summons and Fines	167,347	165,000	165,000	170,000
Public Parking Facilities	32,027	45,000	30,000	30,000
Parking Permits	6,918	7,400	7,734	8,000
Parking Administrative Fees	2,476	3,000	7,050	7,000
Subtotal	3,705,235	3,681,959	3,672,298	3,730,346
General Fund	831,734	1,318,695	1,190,639	1,689,038
Department Total	4,536,969	5,000,654	4,862,937	5,419,384

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Office of the Chief	2.00	2.50	2.50	2.50
Communications	6.00	6.00	6.00	6.00
Operations	33.00	33.00	33.00	34.00
Criminal Investigations	7.75	7.75	8.00	9.00
Administrative Services	8.72	9.48	9.48	8.48
Department Total	57.47	58.73	58.98	59.98

Police

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- Departmental expenditures are expected to be \$143,717 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs, and unexpended funds for the Safe Takoma initiative.

FY08 Budget Highlights:

- Departmental expenditures are \$412,730 higher—an increase of 8.2 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs increase by 1.25. The hours of the Victim Assistance Coordinator were increased by 0.25 during FY07. A full-time crime analyst position has been added; the position will facilitate the sharing of information between the Takoma Park Police Department and other law enforcement agencies, as well as enhance the department's ability to provide information to the community.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.

- All 41 commissioned/uniformed positions are fully funded. In both FY06 and FY07, the Council reduced the department's personnel budget because the department was significantly understaffed.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$401,380 compared to budgeted expenditures for FY07.
- Services and charges account for about four 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 \$54,900. Telephone and cell phone charges total \$45,000. The unexpended monies for the Safe Takoma initiative (\$74,620), previously accounted for in the miscellaneous category, were carried over to FY08 at the Council's direction.



Police

Division Summary – Office of the Chief

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Office of the Chief	359,575	474,837	403,369	505,346
Division Total	359,575	474,837	403,369	505,346

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	153,031	165,339	176,908	182,502
Promotional Adjustments	0	15,000	0	15,000
Car and Clothing Allowances	1,300	1,300	1,300	1,300
Fringe Benefits	50,098	75,328	73,401	84,324
Overtime	7,888	3,000	410	500
Overtime--Training	0	3,000	0	0
Employee Recognition	0	0	151	0
Personnel Subtotal	212,317	262,967	252,170	283,626
Supplies	12,883	14,500	29,599	16,500
Services and Charges	64,991	57,170	57,200	130,020
Miscellaneous	69,384	140,200	64,400	75,200
Division Total	359,575	474,837	403,369	505,346

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.00	2.50	2.50	2.50
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.00	2.50	2.50	2.50

Position Title	Adopted FY07	Adopted FY08
Chief of Police	1.00	1.00
Administrative Assistant	1.00	1.00
Accreditation Manager	0.50	0.50
Division Total FTEs	2.50	2.50

Police

Division – Office of the Chief

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$71,468 less than budget.
- The variance is primarily attributable to unexpended monies for the Safe Takoma initiative, which were budgeted in the miscellaneous category.

FY08 Budget Highlights:

- Division expenditures are \$30,509 higher—an increase of 6.4 percent—compared to budgeted expenditures for FY07.
- The majority of the variance is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 56 percent of division expenditures are personnel related.
- Services and charges account for about 26 percent of division expenditures. This category includes funding for the Safe Takoma initiative, which was carried over from FY07; the monies were previously accounted for in the miscellaneous category. Services and charges also include the contractual costs for parking enforcement services (ticket processing) and meter collections.

Management Objectives:

- Continue to identify ways to engage the community so that residents and businesses may play a meaningful role in the policing and protection of their community.
- Participate in regional and local emergency preparedness meetings, exercises, drills, and grant applications.
- Increase the sharing of reported crime trends in the City with officers, other law enforcement agencies, and the community.
- Monitor all grant awards and ensure that the funds are expended and reported in accordance with program requirements.
- Update departmental policies and procedures as required to comply with the standards of the Commission on Accreditation for Law Enforcement (CALEA). Maintain documentation to prove compliance with accreditation standards when CALEA assessors evaluate the department every three years.

Uniform Crime Report (UCR) Part I Crime:

Crime	Calendar Year				10-Year Average 1997-2006
	2003	2004	2005	2006	
Homicide	2	0	0	5	1.2
Rape	9	2	6	2	5.9
Robbery	67	58	66	88	75.0
Aggravated Assault	30	28	17	26	30.3
Personal Crime (Total)	108	88	89	121	112.4
Burglary	156	133	144	115	141.8
Larceny	447	410	462	424	507.4
Motor Vehicle Theft	176	156	180	131	165.6
Property Crime (Total)	779	699	786	670	814.8
UCR Part I Total	887	787	875	791	927.2

Police

Division Summary – Communications

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Communications	242,742	386,390	301,284	407,785
Division Total	242,742	386,390	301,284	407,785

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	129,910	243,334	191,362	254,435
Car and Clothing Allowances	1,200	2,400	2,400	2,280
Fringe Benefits	63,756	109,656	64,522	117,820
Overtime	25,834	8,000	20,000	7,000
Overtime--Training	2,205	1,000	500	1,000
Overtime--Holiday	1,697	1,000	1,500	2,250
Night Differential	5,683	6,000	6,000	8,000
Personnel Subtotal	230,285	371,390	286,284	392,785
Supplies	1,963	2,000	2,000	2,000
Services and Charges	10,494	13,000	13,000	13,000
Miscellaneous	0	0	0	0
Division Total	242,742	386,390	301,284	407,785

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	6.00	6.00	6.00	6.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	6.00	6.00	6.00	6.00

Position Title	Adopted FY07	Adopted FY08
Senior Police Dispatcher	1.00	1.00
Police Dispatcher	5.00	5.00
Division Total FTEs	6.00	6.00

Police

Division – Communications

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$85,106 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$21,395 higher—an increase of 5.5 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 96 percent of division expenditures are personnel related.
- Services and charges represent about three percent of division expenditures. This category includes the cost of the modems for the in-car computer systems (\$13,000).

Management Objectives:

- Complete the renovation to communications and the change over to Montgomery County RMS.
- Coordinate with directors of police communications for Prince George's County, Montgomery County, and the District of Columbia to establish procedures for communications during chases and K-9 callouts.
- Revise Communications Manual to include new equipment and protocols.
- Hold staff meetings every two months to provide training and updates and to ensure that all standards are being met.

Performance/Workload Measures:

Measurement	Calendar 2005	Calendar 2006	Projected 2007
Number of calls for service dispatched	8,690	9,280	9,200

Police

Division Summary – Operations

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Operations	2,797,796	2,755,910	2,942,045	3,027,720
Division Total	2,797,796	2,755,910	2,942,045	3,027,720

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	1,671,884	1,620,930	1,823,469	1,876,673
Car and Clothing Allowances	95,100	80,600	68,000	55,880
Fringe Benefits	786,378	859,380	849,053	880,167
Overtime	138,382	90,000	90,000	100,000
Overtime--Training	32,069	33,000	33,000	35,000
Overtime--Holiday	10,523	10,000	5,500	11,000
Night Differential	42,275	25,000	33,000	33,000
Personnel Subtotal	2,776,611	2,718,910	2,902,022	2,991,720
Supplies	18,709	29,500	32,603	29,500
Services and Charges	1,713	6,000	5,920	5,000
Miscellaneous	763	1,500	1,500	1,500
Division Total	2,797,796	2,755,910	2,942,045	3,027,720

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	33.00	33.00	33.00	34.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	33.00	33.00	33.00	34.00

Position Title	Adopted FY07	Adopted FY08
Captain	1.00	1.00
Sergeant	5.00	5.00
Police Officer	27.00	27.00
Nuisance Control Officer	0.00	1.00
Division Total FTEs	33.00	34.00

Police

Division – Operations

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$186,135 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$271,810 higher—an increase of 9.9 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is attributable to personnel costs.
- All 41 commissioned/uniformed positions are fully funded. In both FY06 and FY07, the Council reduced the personnel budget because the department was significantly understaffed.
- Division FTEs increase by 1.0. The nuisance abatement officer was previously budgeted in the Administrative Services Division.
- Approximately 99 percent of division expenditures are personnel related.

Management Objectives:

- Maintain a high level of visibility and security throughout the community.
- Increase hours spent on walking patrol throughout the entire City.
- Increase hours spent by officers on bicycles.
- Increase emphasis on DUI enforcement to include more arrests, sobriety checkpoints, and DUI details during holiday seasons.

Performance/Workload Measures:

Measurement	Calendar 2005	Calendar 2006	Projected 2007
Hours of bike patrol	42.0	3.5	220.0
Hours of foot patrol	2,677.5	3,316.5	3,600.0
Number of DUI arrests	37	44	35
Number of criminal arrests/warrant arrests	312	309	335
Number of calls for service handled	12,819	13,071	13,721
Number of traffic stops	3,193	3,498	4,293

Police

Division Summary – Criminal Investigations

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Criminal Investigations	556,196	688,586	527,429	821,092
Division Total	556,196	688,586	527,429	821,092

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	316,202	429,770	345,213	530,135
Car and Clothing Allowances	5,200	9,100	5,500	6,500
Fringe Benefits	179,427	208,416	136,766	241,457
Overtime	44,267	25,000	25,000	25,000
Overtime--Training	114	1,000	700	500
Overtime--Holiday	1,963	3,500	3,950	4,500
Night Differential	3,941	2,000	3,000	3,000
Personnel Subtotal	551,117	678,786	520,129	811,092
Supplies	4,414	7,300	7,300	7,500
Services and Charges	25	500	0	500
Miscellaneous	640	2,000	0	2,000
Division Total	556,196	688,586	527,429	821,092

by Position Type (FTEs)	FY06	FY07	FY07	FY08
FTEs with benefits	8.00	7.75	8.00	9.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	8.00	7.75	8.00	9.00

Position Title	Adopted FY07	Adopted FY08
Lieutenant	1.00	1.00
Sergeant	1.00	1.00
Police Officer	5.00	5.00
Victim Assistance Coordinator	0.75	1.00
Crime Analyst	0.00	1.00
Division Total FTEs	7.75	9.00

Police

Division – Criminal Investigations

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$161,157 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$132,506 higher—an increase of 19.2 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is attributable to personnel costs.
- Division FTEs increase by 1.25. The hours of the Victim Assistance Coordinator were increased by 0.25 mid-year in FY07. A full-time crime analyst position has been added; the position will facilitate the sharing of information between the Takoma Park Police Department and other law enforcement agencies, as well as enhance the department's ability to provide information to the community.
- Approximately 99 percent of division expenditures are personnel related.

Management Objectives:

- Improve rate of case closures and arrests.
- Make contact with all victims of crimes.
- Designate an evidence technician for each of the four patrol shifts and provide appropriate training.
- Initiate and complete evidence bay project.
- Purge evidence room of all evidence that is not needed and that the City is no longer required to retain.

Performance/Workload Measures:

Measurement	Calendar 2005	Calendar 2006	Projected 2007
Number of cases assigned	Not available	313	305
Number of cases closed	Not available	88	99
Number of cases exceptionally cleared	Not available	20	18
Closure/clearance percentage	Not available	34.5	38.4
Number of search warrants obtained	Not available	7	6
Number of arrest warrants obtained	Not available	31	18
Number of victims contacted by phone, letter, or in person by Victim Assistance Coordinator	Not available	663	888
Number of court room accompaniments by Victim Assistance Coordinator	Not available	32	26

Police

Division Summary – Administrative Services

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administrative Services	580,660	700,931	688,810	657,441
Division Total	580,660	700,931	688,810	657,441

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	343,485	393,093	389,029	346,709
Car and Clothing Allowances	3,200	3,400	3,760	4,480
Fringe Benefits	102,293	172,738	158,495	172,752
Overtime	9,378	6,000	6,000	6,000
Overtime--Training	745	0	0	1,500
Overtime--Holiday	602	2,000	377	0
Night Differential	1,106	0	1,070	0
Personnel Subtotal	460,809	577,231	558,731	531,441
Supplies	32,394	33,500	34,879	32,500
Services and Charges	80,724	80,700	86,000	84,000
Miscellaneous	6,733	9,500	9,200	9,500
Division Total	580,660	700,931	688,810	657,441

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	8.72	9.48	9.48	8.48
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	8.72	9.48	9.48	8.48

Position Title	Adopted FY07	Adopted FY08
Director of Administrative Services	1.00	1.00
Validations Coordinator	1.00	1.00
Police Administrative Specialist	1.00	1.00
Staff Assistant	1.00	1.00
Police Administrative Technician	1.00	1.00
School Crossing Guard	2.50	2.50
Parking Enforcement Officer	0.48	0.48
Evidence Manager	0.50	0.50
Nuisance Control Officer	1.00	0.00
Division Total FTEs	9.48	8.48

Police

Division – Administrative Services

Division Purpose:

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

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$43,490 lower—a decrease of 6.2 percent—compared to budgeted expenditures for FY07.
- The budgetary decrease is primarily attributable to personnel costs.
- Division FTEs decrease by 1.0. The nuisance abatement officer is now budgeted in the Operations Division.
- Approximately 81 percent of division expenditures are personnel related.
- Services and charges represent about 13 percent of division expenditures. This category includes telephone, printing, and copying charges.

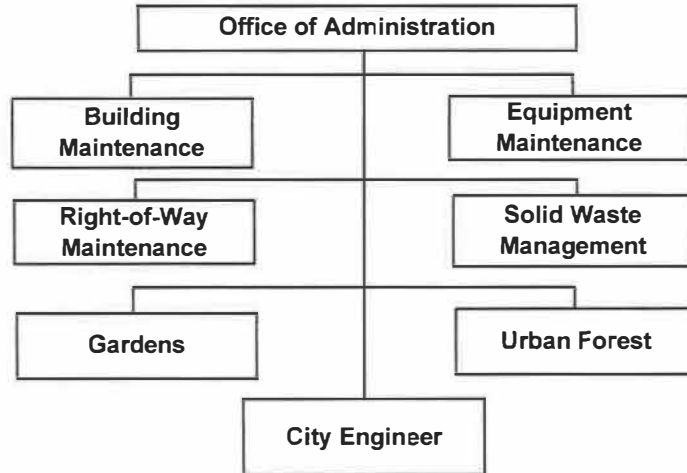
Management Objectives:

- Ensure that the evidence room meets the standards of the Commission on Accreditation for Law Enforcement (CALEA).
- Conduct an auction of all bicycles and abandoned property.
- Bid out towing services contract.

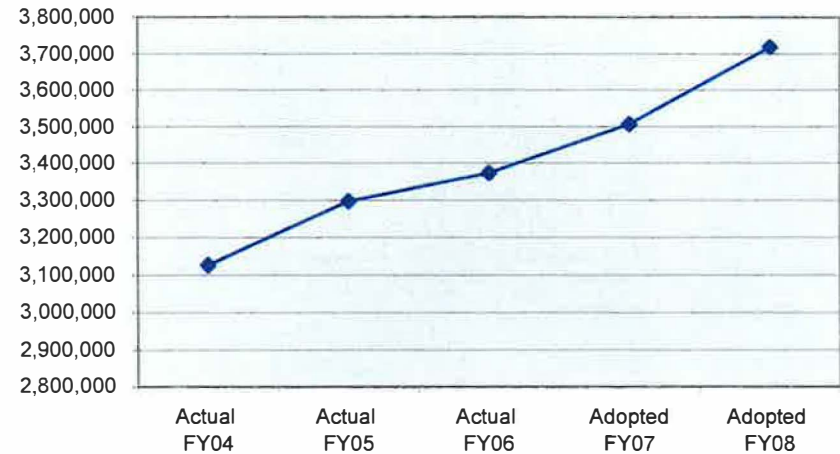
Performance/Workload Measures:

Measurement	Calendar 2005	Calendar 2006	Projected 2007
Number of reports reviewed and entered into records management system	2,729	2,977	2,547
Number of warrants received and processed	316	365	393
Number of NCIC validations performed	Not available	1,191	1,150
Number of parking tickets processed	3,780	3,882	3,392

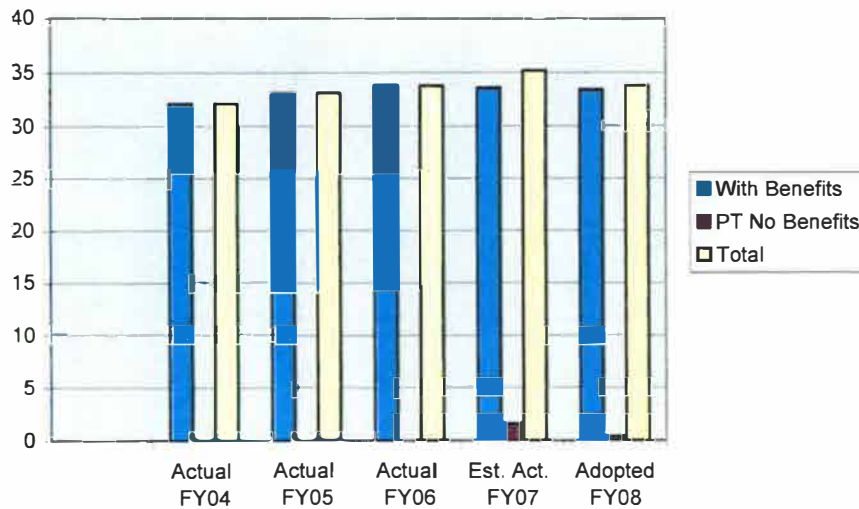
Public Works



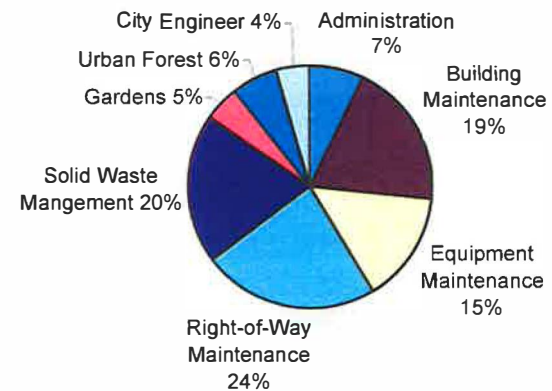
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Public Works

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	245,631	264,905	267,657	269,580
Building Maintenance	656,605	689,671	665,207	719,948
Equipment Maintenance	441,289	483,660	510,995	548,821
Right-of-Way Maintenance	763,563	805,633	738,740	867,462
Solid Waste Management	744,225	728,754	690,268	746,776
Gardens	147,886	160,914	133,983	171,005
Urban Forest	232,657	221,716	170,298	234,890
City Engineer	142,287	152,506	145,750	161,368
Department Total	3,374,143	3,507,759	3,322,898	3,719,850

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	1,185,108	1,363,460	1,250,290	1,441,562
Fringe Benefits	461,123	515,429	431,581	542,238
Overtime	66,723	66,850	49,311	69,050
Contractual Labor	171,416	91,740	138,800	92,300
Personnel Subtotal	1,884,370	2,037,479	1,869,982	2,145,150
Supplies	539,287	556,800	578,841	674,800
Services and Charges	680,362	653,990	622,929	641,500
Miscellaneous	270,124	259,490	251,146	258,400
Department Total	3,374,143	3,507,759	3,322,898	3,719,850

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Highway User Fees	588,812	648,422	607,156	616,382
In Lieu of Road Maintenance	430,079	442,624	552,624	442,624
Waste Collection Charges	53,316	73,000	65,000	65,000
Recyclable Sales	10,868	7,000	10,000	2,000
Mulch Sales	22,158	12,000	6,135	8,000
Special Trash Pickup	9,186	8,000	8,000	8,000
Excavation/Driveway Permits	935	1,500	1,800	1,800
Tree Permits	2,675	3,000	2,450	3,000
Tree Fund	15,000	0	0	0
Subtotal	1,133,029	1,195,546	1,253,165	1,146,806

General Fund	2,241,114	2,312,213	2,069,733	2,573,044
Department Total	3,374,143	3,507,759	3,322,898	3,719,850

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	2.83	2.50	2.50	2.50
Building Maintenance	5.80	6.58	6.58	6.38
Equipment Maintenance	2.83	3.00	3.00	3.00
Right-of-Way Maintenance	8.00	8.00	8.00	8.00
Solid Waste Management	9.33	9.00	9.00	9.00
Gardens	2.00	2.00	2.00	2.00
Urban Forest	1.00	1.00	1.00	1.00
City Engineer	0.75	0.75	0.75	0.75
Department Total	32.54	32.83	32.83	32.63

Public Works

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- Departmental expenditures are expected to be \$184,861 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs.

FY08 Budget Highlights:

- Departmental expenditures are \$212,091 higher—an increase of 6.0 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs decrease by 0.2.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.
- Approximately 58 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$107,671 compared to budgeted expenditures for FY07.
- Approximately 18 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.

- Supply costs are \$118,000 higher compared to budgeted expenditures for FY07. The variance is attributable to a number of factors, including higher costs for gasoline and diesel and the purchase of coolant recovery machines, leaf boxes, and right-of-way maintenance supplies. Additional funding is also provided for the hazard and health pruning of trees located on City property.
- Services and charges account for about 17 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and streetlighting costs; combined, these items total \$335,000. Other costs include contractual costs such as engineering services and specialized building maintenance work.
- Miscellaneous expenditures total approximately seven percent of departmental expenditures. The vast majority of these expenditures are for solid waste tipping fees and recycling expenses, which total \$224,650.



Public Works

Division Summary - Administration

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	245,631	264,905	267,657	269,580
Division Total	245,631	264,905	267,657	269,580

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	118,320	144,227	142,144	146,724
Fringe Benefits	43,853	53,928	48,844	54,906
Overtime	25	250	33	250
Contractual Labor	3,988	500	1,700	500
Personnel Subtotal	166,186	198,905	192,721	202,380
Supplies	8,425	7,600	10,231	8,500
Services and Charges	48,155	47,600	46,513	49,200
Miscellaneous	22,865	10,800	18,192	9,500
Division Total	245,631	264,905	267,657	269,580

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.83	2.50	2.50	2.50
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.83	2.50	2.50	2.50

Position Title	Adopted FY07	Adopted FY08
Director of Public Works	1.00	1.00
Office Assistant	1.00	1.00
Administrative Assistant	0.50	0.50
Division Total FTEs	2.50	2.50

Public Works

Division – Administration

Division Purpose:

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

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$4,675 higher—an increase of 1.8 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 75 percent of division expenditures are personnel related.
- Other major division expenditures include the cost of telephone service, radio charges, and office supplies.

Management Objectives:

- Manage the processing of permit applications for driveway aprons, use of the right-of-way, tree removal, tree protection, and stormwater management for construction.
- Schedule mulch deliveries and bulk refuse collection. Ensure that correct payment is received and transferred to the Finance Department.
- 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.

- Process error-free payroll on a bi-weekly basis in accordance with the deadline established by the Finance Department.
- Record requisitions of purchases and assist departmental divisions in the processing of invoices to ensure that they are paid on time and that they are posted to the appropriate budgetary line item.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Permits processed	26	53	48

Public Works

Division Summary – Building Maintenance

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Building Maintenance	656,605	689,671	665,207	719,948
Division Total	656,605	689,671	665,207	719,948

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	63,282	223,242	217,773	269,213
Fringe Benefits	66,626	86,289	69,431	107,495
Overtime	14,807	9,500	15,000	9,000
Contractual Labor	20,155	2,200	16,000	2,240
Personnel Subtotal	264,870	321,231	318,204	387,948
Supplies	45,681	41,500	42,772	51,000
Services and Charges	345,227	325,440	302,731	278,000
Miscellaneous	827	1,500	1,500	3,000
Division Total	656,605	689,671	665,207	719,948

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	5.80	5.00	5.00	6.00
FTEs without benefits	0.00	1.58	1.58	0.38
Division Total	5.80	6.58	6.58	6.38

Position Title	Adopted FY07	Adopted FY08
Facilities Manager	1.00	1.00
Building Maintenance Specialist	1.00	1.00
Custodial Leader	1.00	1.00
Building Maintenance Technician	3.58	3.38
Division Total FTEs	6.58	6.38

Public Works

Division – Building Maintenance

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$24,464 less than budget.
- The variance is primarily attributable to certain maintenance work being done in-house as opposed to contracting it out, as well as lower than anticipated utility costs

FY08 Budget Highlights:

- Division expenditures are \$30,277 higher—an increase of 4.4 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs decrease by 0.2. Three part-time positions were restructured to provide for one full-time position and one part-time position working 15 hours per week. Additional cost for fringe benefits provided to this full-time employee.
- Approximately 54 percent of division expenditures are personnel related.
- Utility costs for the various City-owned facilities total \$184,000, or about 26 percent of departmental expenditures. Services and charges also include the cost of specialized repair and maintenance work performed by contractors.

Management Objectives:

- Provide daily cleaning of all office spaces, Monday through Friday.
- Provide weekend cleaning of public use areas and the Police Department.
- Ensure that floors are kept clean and waxed to maintain a professional appearance and reduce the potential for accidents and injuries.
- Provide annual painting of hallways and lobby areas.
- 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 practicable for emergency calls.
- Enhance energy efficiency when replacing components of HVAC or lighting systems.
- Track all utility invoices to document use levels and ensure expenditures are accurate; identify potential high-use to determine if repairs or adjustments are needed.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Expenditures for Facility Mnt by Contractor	\$149,474	\$119,811	\$85,500
Expenditures for Facility Mnt. In-House (not including salary)	\$20,855	\$30,901	\$26,500
Staff Hours dedicated to cleaning/week	139	177	179

Public Works

Division Summary – Equipment Maintenance

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Equipment Maintenance	441,289	483,660	510,995	548,821
Division Total	441,289	483,660	510,995	548,821

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	143,311	162,938	165,602	171,578
Fringe Benefits	46,913	50,682	48,938	51,943
Overtime	5,170	5,000	4,000	5,000
Personnel Subtotal	195,394	218,620	218,540	228,521
Supplies	239,780	258,700	286,106	305,800
Services and Charges	4,979	4,600	5,521	12,000
Miscellaneous	1,136	1,740	828	2,500
Division Total	441,289	483,660	510,995	548,821

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.83	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.83	3.00	3.00	3.00

Position Title	Adopted FY07	Adopted FY08
Equipment Maintenance Supervisor	1.00	1.00
Mechanic	2.00	2.00
Division Total FTEs	3.00	3.00

Public Works

Division – Equipment Maintenance

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$27,335 over budget.
- The variance is primarily attributable to higher than anticipated costs for gasoline and diesel and outside repair of City vehicles.

FY08 Budget Highlights:

- Division expenditures are \$65,161 higher—an increase of 13.5 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to higher costs for gasoline and diesel and outside repair of city vehicles, as well as personnel costs.
- Division FTEs remain unchanged.
- Approximately 42 percent of division expenditures are personnel related.
- Approximately 56 percent of division expenditures are related to supplies, such as gasoline, diesel, and repair and maintenance costs.
- Gasoline and diesel costs total \$158,000, or about 29 percent of division expenditures.
- Repair and maintenance materials and outside labor and parts total \$118,200, or about 22 percent of division expenditures.

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 2 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.
- Maintain refueling station in a manner that meets all federal and state requirements.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of vehicles maintained	64	74	79
Number of vehicles purchased	0	21	7
Pieces of equipment purchased	1	2	2
Number of vehicle/equipment work orders	874	811	850
Number of preventative maintenance performed	160	170	180

Public Works

Division Summary – Right of Way Maintenance

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Right-of-Way Maintenance	763,563	805,633	738,738	867,462
Division Total	763,563	805,633	738,738	867,462

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	235,080	286,631	244,284	310,232
Fringe Benefits	109,692	129,782	110,110	133,890
Overtime	17,266	18,000	12,000	20,000
Contractual Labor	66,540	44,720	44,000	45,240
Personnel Subtotal	428,578	479,133	410,394	509,362
Supplies	127,639	136,500	135,546	157,300
Services and Charges	201,524	180,000	180,298	187,300
Miscellaneous	5,822	10,000	12,500	13,500
Division Total	763,563	805,633	738,738	867,462

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	8.00	8.00	8.00	8.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	8.00	8.00	8.00	8.00

Position Title	Adopted FY07	Adopted FY08
Right-of-Way Maint. Supervisor	1.00	1.00
Crew Leader	2.00	2.00
Equipment Operator	1.00	1.00
Right-of-Way Maint. Technician	4.00	4.00
Division Total	8.00	8.00

Public Works

Division – Right-of-Way Maintenance

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$66,895 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$61,829 higher—an increase of 7.7 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to personnel costs. The division's budget also provides increased funding for park-related maintenance supplies and leaf collection supplies.
- Division FTEs remain unchanged.
- Approximately 59 percent of division expenditures are personnel related.
- Approximately 18 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$55,000), parks (\$40,000), and snow removal materials (\$30,000).
- Services and charges account for approximately 22 percent of division expenditures. This category includes the electrical costs for streetlights and park lighting, which total \$146,500.

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Tons of leaves collected	1,850	2,105	2,000
Number of mulch sales—in City delivery	260	272	270
Number of mulch sales—outside City deliveries	85	93	100
# of streets receiving preventative maintenance	10	6	12
# of street sweeping cycles annually	UNK	8	12

Public Works

Division Summary – Solid Waste Management

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Solid Waste Management	744,225	728,754	690,268	746,776
Division Total	744,225	728,754	690,268	746,776

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	310,669	315,496	288,958	328,552
Fringe Benefits	120,083	119,938	103,810	124,554
Overtime	27,533	32,000	17,000	32,000
Contractual Labor	31,857	4,320	40,000	4,320
Personnel Subtotal	490,142	471,754	449,768	489,426
Supplies	7,154	7,500	7,000	12,200
Services and Charges	11,359	18,500	18,500	19,500
Miscellaneous	235,570	231,000	215,000	225,650
Division Total	744,225	728,754	690,268	746,776

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	9.33	9.00	9.00	9.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	9.33	9.00	9.00	9.00

Position Title	Adopted FY07	Adopted FY08
Solid Waste Supervisor	1.00	1.00
Sanitation Driver	3.00	3.00
Sanitation Technician II	1.00	1.00
Sanitation Technician I	4.00	4.00
Division Total FTEs	9.00	9.00

Public Works

Division – Solid Waste Management

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$38,486 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs. Tipping fees were lower than anticipated.

FY08 Budget Highlights:

- Division expenditures are \$18,022 higher—an increase of 2.5 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 66 percent of division expenditures are personnel related.
- Approximately 30 percent of division expenditures are categorized as miscellaneous. This cost center includes \$224,650 for solid waste tipping fees and recycling expenses.

Management Objectives:

- Provide once a week collection of refuse and recycling.
- Provide collection of yard waste on Mondays, except for weeks where a holiday falls on a Monday.
- Provide collection of heavy or large furniture items as scheduled on a fee basis.

- Provide recycling containers at no cost to all households that receive City collection services.
- Provide collection of refuse and recycling at City parks and public receptacles three times a week during spring, summer, and fall and two times a week during the winter months.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Tons of trash collected	4,052	4,222	4,300
Tons of paper collected and recycled	1,151	901	1,100
Tons of commingled recycling	413	434	400
Tons of yard waste collected	404	410	400
# of ROW containers serviced	70	75	85

Public Works

Division Summary – Gardens

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Gardens	147,886	160,914	133,983	171,005
Division Total	147,886	160,914	133,983	171,005

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	65,685	75,271	60,532	74,681
Fringe Benefits	21,515	24,443	19,441	31,574
Overtime	1,779	2,100	1,100	2,500
Contractual Labor	48,876	40,000	37,100	40,000
Personnel Subtotal	137,855	141,814	118,173	148,755
Supplies	8,022	12,000	12,000	15,000
Services and Charges	2,009	5,850	3,500	6,000
Miscellaneous	0	1,250	310	1,250
Division Total	147,886	160,914	133,983	171,005

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.00	2.00	2.00	2.00

Position Title	Adopted FY07	Adopted FY08
City Gardener	1.00	1.00
Maintenance Technician	1.00	1.00
Division Total FTEs	2.00	2.00

Public Works

Division – Gardens

Division Purpose:

Responsible for the maintenance of more than 35 public gardens that add to the beauty of Takoma Park's neighborhoods.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$26,931 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$10,091 higher—an increase of 6.3 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 87 percent of division expenditures are personnel related.

Management Objectives:

- Provide weeding and mulching of all City gardens and planted right-of-ways 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.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
# of new gardens created	4	5	2

Public Works

Division Summary – Urban Forest

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Urban Forest	232,657	221,716	170,298	234,890
Division Total	232,657	221,716	170,298	234,890

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	90,160	87,939	62,629	69,693
Fringe Benefits	32,338	31,577	18,864	17,397
Overtime	118	0	178	300
Personnel Subtotal	122,616	119,516	81,671	87,390
Supplies	102,586	93,000	85,185	125,000
Services and Charges	3,731	6,000	626	19,500
Miscellaneous	3,724	3,200	2,816	3,000
Division Total	232,657	221,716	170,298	234,890

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.00	1.00	1.00	1.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	1.00	1.00	1.00	1.00

Position Title	Adopted FY07	Adopted FY08
City Arborist	1.00	1.00
Division Total FTEs	1.00	1.00

Public Works

Division – Urban Forest

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$51,418 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs and reclassification of the arborist position.

FY08 Budget Highlights:

- Division expenditures are \$13,174 higher—an increase of 5.9 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to additional funding in supplies for the hazard and health pruning of trees located on City property.
- Division FTEs remain unchanged.
- Approximately 37 percent of division expenditures are personnel related.
- About 53 percent of division expenditures are related to supplies. The majority of supply costs are for the maintenance of existing trees and the planting of new ones.
- Funding in the amount of \$30,000 was allocated for the hazard and health pruning of trees located on City property. The goal is to extend the life of the trees by providing better health maintenance, thereby preserving more of the City's urban forest.
- Funding in the amount of \$15,000 was allocated for invasives management on City property.

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of trees removed by permit	152	87	150
Number of tree protection plan permits	30	31	30
Waivers issued by City Arborist	164	144	150
Number of trees planted in the Right of Way	UNK	14	50
# of municipal infraction citations issued.	UNK	5	10

Public Works

Division Summary – City Engineer

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
City Engineer	142,287	152,506	145,750	161,368
Division Total	142,287	152,506	145,750	161,368

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	58,602	67,716	68,368	70,889
Fringe Benefits	20,102	18,790	12,143	20,479
Overtime	25	0	0	0
Personnel Subtotal	78,729	86,506	80,511	91,368
Supplies	0	0	0	0
Services and Charges	63,378	66,000	65,239	70,000
Miscellaneous	180	0	0	0
Division Total	142,287	152,506	145,750	161,368

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.25	0.75	0.75	0.75
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	1.25	0.75	0.75	0.75

Position Title	Adopted FY07	Adopted FY08
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
Division Total FTEs	0.75	0.75

Public Works

Division – City Engineer

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$6,756 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$8,862 higher—an increase of 5.8 percent—compared to budgeted expenditures for FY07.
- The variance is attributable to personnel costs and additional funding for contractual engineering and other services.
- Division FTEs remain unchanged.
- Approximately 57 percent of division expenditures are personnel related. One-half of the City Engineer's salary and benefit costs are charged to the Stormwater Management Fund.
- About 43 percent of division expenditures are related to services and charges, specifically contractual engineering and other professional work.

Management Objectives:

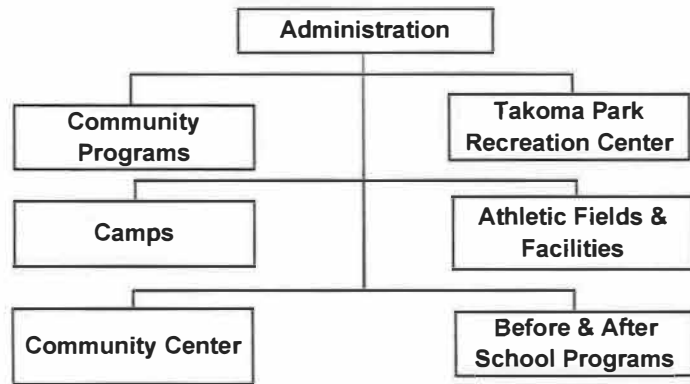
- Oversee street restoration program based on funding allocation. Provide 72 hours' public notice prior to commencement of construction.
- Coordinate City street work with area utilities.

- Maintain record of necessary repairs to City streets, curbs, gutters, and sidewalks. Schedule repairs at least twice a year, contingent on available funding.
- Provide civil engineering support to other City departments as necessary.

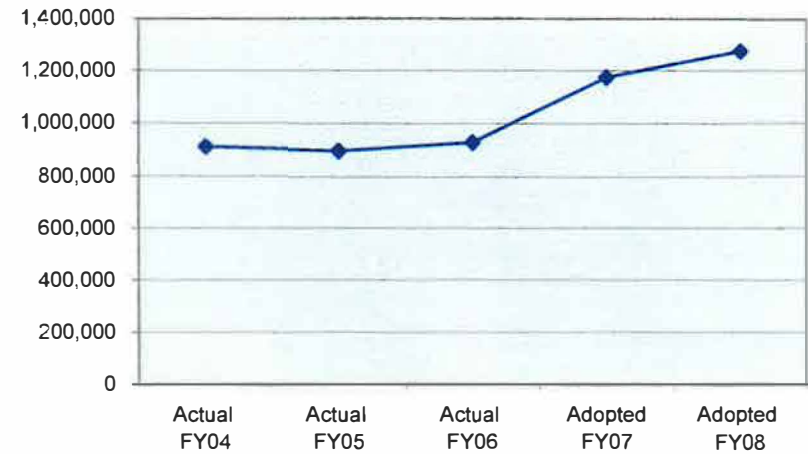
Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Miles of road resurfaced	2.5	1.2	0.5
Linear feet of curb/gutter replaced	32,499	5,368	1,000
Square yards of sidewalk repaired	1,531	1,431	250

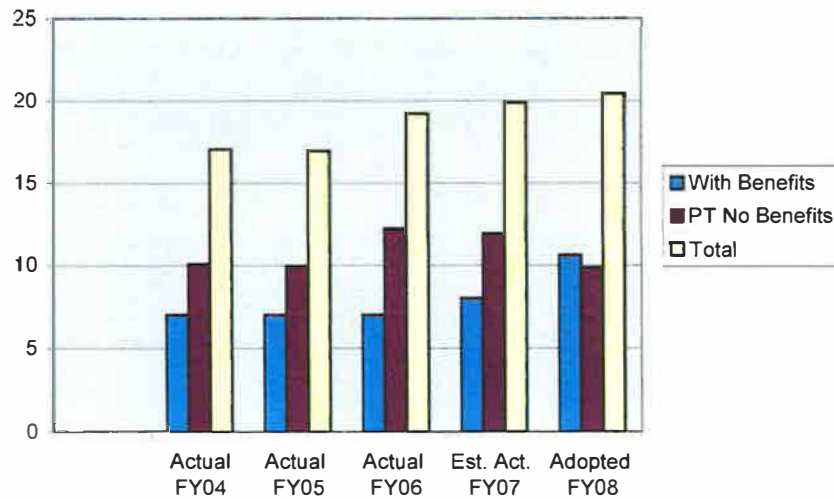
Recreation



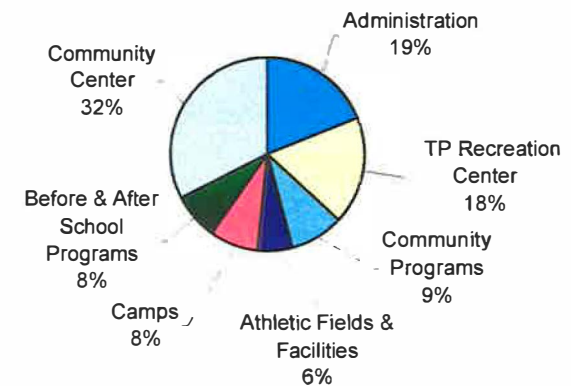
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Recreation

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	332,520	504,408	421,321	242,840
Outreach	151,503	0	0	0
Takoma Park Recreation Center	155,746	178,023	166,034	227,446
Community Programs	79,198	85,116	80,584	114,813
Athletic Fields and Facilities	60,098	58,000	50,000	73,894
Camps	44,628	81,587	58,818	103,356
Before-After School Programs	42,116	64,560	41,900	98,415
Community Center	64,793	204,613	144,422	415,693
Department Total	930,602	1,176,307	963,079	1,276,457

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	545,964	715,437	563,315	750,809
Fringe Benefits	143,951	158,770	151,881	222,648
Overtime	3,515	4,500	3,700	4,700
Personnel Subtotal	693,430	878,707	718,896	978,157
Supplies	20,712	33,500	26,300	30,200
Services and Charges	172,316	192,100	159,421	195,600
Miscellaneous	44,144	72,000	58,462	72,500
Department Total	930,602	1,176,307	963,079	1,276,457

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Takoma/Langley Recreation Agreement	100,000	100,000	100,000	125,000
Program/Service Charges	236,740	252,000	249,500	245,500
Subtotal	336,740	352,000	349,500	370,500
General Fund	593,862	824,307	613,579	905,957
Department Total	930,602	1,176,307	963,079	1,276,457

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	4.00	6.38	6.38	2.63
Outreach	3.51	0.00	0.00	0.00
Takoma Park Recreation Center	4.27	4.39	4.39	4.99
Community Programs	1.00	1.00	1.00	1.40
Athletic Fields and Facilities	0.24	0.00	0.00	0.25
Camps	2.04	1.91	1.91	2.14
Before-After School Programs	1.94	1.91	1.91	2.21
Takoma Park Community Center	2.23	4.31	4.31	6.83
Department Total	19.23	19.90	19.90	20.45

Recreation

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- Departmental expenditures are expected to be \$213,200 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs.

FY08 Budget Highlights:

- Departmental expenditures are \$100,150 higher—an increase of 8.5 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs increase by 0.54.
- Staffing hours of various part-time employees were restructured to create two benefited positions. A newly created full-time position will be responsible for staffing the main reception desk Tuesday through Saturday from 2:00 p.m. to closure of the building. Part-time staffing hours allocated to the before-school and after-school care programs were consolidated to create a 35-hour per week position to oversee and coordinate both programs. The work hours of the coordinator of senior recreation

programs increased to 30 hours per week, making the position eligible for fringe benefits.

- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.
- Approximately 77 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$99,450 compared to budgeted expenditures for FY07.
- Services and charges account for about 15 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$40,000), program instruction (\$64,000), and rental of school facilities (\$15,000).
- Miscellaneous expenditures represent approximately six percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.



Recreation

Division Summary – Administration

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	332,520	504,408	421,321	242,840
Division Total	332,520	504,408	421,321	242,840

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	227,594	349,204	280,000	154,213
Fringe Benefits	67,108	108,404	98,500	44,427
Overtime	970	3,000	1,500	800
Personnel Subtotal	295,672	460,608	380,000	199,440
Supplies	6,115	7,000	5,000	6,200
Services and Charges	26,095	28,500	26,900	27,900
Miscellaneous	4,636	8,300	9,421	9,300
Division Total	332,518	504,408	421,321	242,840

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	4.00	6.00	6.00	2.25
FTEs without benefits	0.00	0.38	0.38	0.38
Division Total	4.00	6.38	6.38	2.63

Position Title	Adopted FY07	Adopted FY08
Recreation Director	1.00	0.70
Assistant Recreation Director	1.00	0.40
Senior Recreation Manager	1.00	0.00
Recreation Manager	1.00	0.15
Teen Manager	1.00	0.00
Staff Assistant	1.00	1.00
Temporary Staff	0.38	0.38
Division Total FTEs	6.38	2.63

Recreation

Division – Administration

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$83,807 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$261,568 less—a decrease 51.9 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to the reallocation of personnel costs to other divisions. In FY07, the personnel costs for most of the department's full-time employees were accounted for in the Administration Division. The costs for these positions have been dispersed among the various divisions in FY08 to more closely mirror the functions for which the positions are responsible.
- Division FTEs decrease by 3.75 due to the reallocation of personnel costs to other divisions.
- Approximately 82 percent of division expenditures are personnel related.
- Services and charges represent about 11 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing of the program brochure.

Management Objectives:

- Research, purchase, and implement a new recreation software program, which will facilitate better statistical reporting on program data and will allow for improved customer service, such as electronic program registration.
- Develop new partnerships with Montgomery County Public Schools and with the Montgomery County Recreation Department to improve service delivery to the residents of Takoma Park.
- Implement a school staff appreciation breakfast program for teachers and administrators.
- Train all career staff in departmental policies and procedures

Recreation

Division Summary – Takoma Park Recreation Center

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Takoma Park Recreation Center	155,746	178,023	166,034	227,446
Division Total	155,746	178,023	166,034	227,446

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	113,011	115,954	113,371	157,265
Fringe Benefits	24,044	27,069	20,206	34,081
Overtime	1,056	1,500	1,000	1,000
Personnel Subtotal	138,111	144,523	134,577	192,346
Supplies	1,069	3,500	3,500	3,500
Services and Charges	13,929	23,200	20,757	24,300
Miscellaneous	2,637	6,800	7,200	7,300
Division Total	155,746	178,023	166,034	227,446

Staffing Summary by Position Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.00	1.00	1.00	1.60
FTEs without benefits	3.27	3.39	3.39	3.39
Total Division FTEs	4.27	4.39	4.39	4.99

Position Title	Adopted FY07	Adopted FY08
Recreation Director	0.00	0.10
Assistant Recreation Director	0.00	0.25
Senior Recreation Manager	0.00	0.15
Recreation Manager	0.00	0.10
Recreation Program Coordinator	1.00	1.00
Seasonal Staff	3.39	3.39
Division Total FTEs	4.39	4.99

Recreation

Division – Takoma Park Recreation Center

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to \$12,000 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$49,423—an increase of 27.8 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to the reallocation of personnel costs from other divisions. A portion of the personnel costs for the positions of Recreation Director, Assistant Recreation Director, Senior Manager, and Recreation Manager have been allocated to the division in FY08 to reflect the time spent on facility and program matters at the Takoma Park Recreation Center.
- Division FTEs increased by 0.60 due to the reallocation of personnel costs to other divisions.
- Approximately 85 percent of division expenditures are personnel related.

- Services and charges represent about 11 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Recreation Center and telephone costs for the facility.

Management Objectives:

- Explore program options for the Center in collaboration with the Maryland-National Capital Park and Planning Commission and the Montgomery County Recreation Department.
- Increase program offerings for youth and adults by 50 percent, which is equivalent to the addition of four classes.
- Develop partnerships with the local business community for teen program support.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of new programs	4	8
Number of new business partnerships established	0	2

Recreation

Division Summary – Community Programs

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Community Programs	79,198	85,116	80,584	114,813
Division Total	79,198	85,116	80,584	114,813

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	35,245	35,384	35,384	57,790
Fringe Benefits	18,557	17,732	17,700	27,323
Overtime	1,131	1,500	1,200	1,200
Personnel Subtotal	54,933	54,616	54,284	86,313
Supplies	2,204	3,000	2,800	3,000
Services and Charges	3,215	5,000	4,000	4,000
Miscellaneous	18,846	22,500	19,500	21,500
Division Total	79,198	85,116	80,584	114,813

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.00	1.00	1.00	1.40
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	1.00	1.00	1.00	1.40

Position Title	Adopted FY07	Adopted FY08
Recreation Program Coordinator	1.00	1.00
Senior Recreation Manager	0.00	0.20
Recreation Manager	0.00	0.20
Division Total FTEs	1.00	1.40

Recreation

Division – Community Programs

Division Purpose:

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

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$29,697 higher—an increase of 34.9 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to the reallocation of personnel costs from other divisions. A portion of the personnel costs for the positions of Senior Recreation Manager and Recreation Manager have been allocated to the division in FY08 to reflect the time spent on community programming matters.
- Division FTEs increase by 0.40 due to the reallocation of personnel costs to other divisions.
- Approximately 75 percent of division expenditures are personnel related.
- Charges categorized as Miscellaneous account for about 19 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees and expenditures for department-sponsored special events, including the Halloween Parade and the Egg Hunt.

Management Objectives:

- Initiate new outdoor recreational offerings to appeal to a broader audience.
- Explore adult recreational opportunities, such as Ultimate Frisbee.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of new outdoor recreation programs	1	6
Number of new adult recreation programs	1	4



Recreation

Division Summary – Athletic Fields & Facilities

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Athletic Fields and Facilities	60,098	58,000	50,000	73,894
Division Total	60,098	58,000	50,000	73,894

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	493	0	0	13,310
Fringe Benefits	38	0	0	5,584
Overtime	0	0	0	0
Personnel Subtotal	531	0	0	18,894
Supplies	0	0	0	0
Services and Charges	59,567	58,000	50,000	55,000
Miscellaneous	0	0	0	0
Division Total	60,098	58,000	50,000	73,894

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.00	0.00	0.00	0.25
FTEs without benefits	0.24	0.00	0.00	0.00
Division Total	0.24	0.00	0.00	0.25

Position Title	Adopted FY07	Adopted FY08
Senior Recreation Manager	0.00	0.25
Division Total FTEs	0.00	0.25

Recreation

Division – Athletic Fields and Facilities

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$8,000 less than budget.
- The variance is attributable to less than anticipated costs for the rental of school facilities.

FY08 Budget Highlights:

- Division expenditures are \$15,894 higher—an increase of 27.4 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to the reallocation of personnel costs from Administration. In FY07, no personnel costs were allocated to the division. A portion of the personnel costs for the Senior Manager has been allocated to the division in FY08 to reflect the time spent on athletic field/facility matters.
- Division FTEs increase by 0.25 due to the reallocation of personnel costs from another division.
- Approximately 26 percent of division expenditures are personnel related.

- Services and charges represent about 74 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$40,000).
- Services and charges also include the monies paid to the Interagency Coordinating Board for the rental of school facilities for City-provided recreational programs (\$15,000).

Management Objectives:

- Improve water pumping capabilities of current irrigation system.
- Coordinate with Maryland-National Park and Planning Commission to involve youth in the design of the new skate park.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of seeding applications	1	4
Number of youth involved in skate park design	N/A	4

Recreation

Division Summary – Camps

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Camps	44,628	81,587	58,818	103,356
Division Total	44,628	81,587	58,818	103,356

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	15,516	42,890	36,560	57,156
Fringe Benefits	1,187	4,697	6,175	12,200
Overtime	0	0	0	0
Personnel Subtotal	16,703	47,587	42,735	69,356
Supplies	2,064	2,000	2,000	2,000
Services and Charges	14,697	19,200	1,542	19,200
Miscellaneous	11,164	12,800	12,541	12,800
Division Total	44,628	81,587	58,818	103,356

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.00	0.00	0.00	0.47
FTEs without benefits	2.04	1.91	1.91	1.67
Division Total	2.04	1.91	1.91	2.14

Position Title	Adopted FY07	Adopted FY08
Assistant Recreation Director	0.00	0.05
Recreation Manager	0.00	0.20
Recreation Program Coordinator	0.00	0.22
Seasonal Staff	1.91	1.67
Division Total FTEs	1.91	2.14

Recreation

Division – Camps

Division Purpose:

Develops programming for summer and Spring Break camps and oversees their operation. The Extreme Horizons Camp is oriented towards the difficult to reach age group in grades 6 through 8.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$22,800 less than budget.
- The variance is attributable to less than anticipated personnel and contractual costs.

FY08 Budget Highlights:

- Division expenditures are \$21,769 higher—an increase of 26.7 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to the reallocation of personnel costs from other divisions.
- Division FTEs increase by 0.23 due to the reallocation of personnel costs from another division.
- Approximately 67 percent of division expenditures are personnel related.
- Services and charges represent about 19 percent of division expenditures. This category includes contractual costs for storytellers and other special programs.
- Expenditures categorized as Miscellaneous account for approximately 12 percent of division expenditures. This category includes certain programmatic costs such as transportation and entry fees.

Management Objectives:

- Conduct a Counselor-in-Training program for youth in grades 9 and 10 who are not yet old enough to serve as a counselor. Those in the Counselor-in-Training will assist in the day-to-day operations of the City's summer camp programs.
- Provide summer employment opportunities for teachers in Piney Branch Elementary School and Takoma Park Elementary School.
- Increase customer satisfaction rating of the City's summer and Spring Break camps.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of participants in Counselor in Training Program	0	6
Number of teachers recruited for camps	1	4
Percentage of evaluations returned	5	25

Recreation

Division Summary – Before & After School Programs

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Before and After School Programs	42,116	64,560	41,900	98,415
Division Total	42,116	64,560	41,900	98,415

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	27,829	43,183	28,000	64,451
Fringe Benefits	5,499	7,877	3,700	21,964
Overtime	0	0	0	0
Personnel Subtotal	33,328	51,060	31,700	86,415
Supplies	4,444	5,500	4,500	5,000
Services and Charges	4,173	7,400	5,400	6,400
Miscellaneous	171	600	300	600
Division Total	42,116	64,560	41,900	98,415

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.00	0.00	0.00	1.00
FTEs without benefits	1.94	1.91	1.91	1.21
Division Total	1.94	1.91	1.91	2.21

Position Title	Adopted FY07	Adopted FY08
Assistant Recreation Director	0.00	0.10
Recreation Manager	0.00	0.25
Recreation Program Coordinator	0.00	0.65
Seasonal Staff	1.91	1.21
Division Total FTEs	1.91	2.21

Recreation

Division – Before & After School Programs

Division Purpose:

Develops leisure interests for those in grades K-5. After-school programs are conducted at both the Takoma Park Community Center and the Takoma Park Recreation Center. The before-school program, which was initiated in FY07, is offered at the Takoma Park Community.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$22,700 less than budget.
- The variance is attributable to less than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$33,855—an increase of 52.4 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to increased personnel costs. Part-time staffing hours allocated to the before-school and after-school care programs were consolidated to create a 35-hour per week position to oversee and coordinate both programs; this position is eligible for fringe benefits in accordance with City policy. In FY07, only personnel costs for the part-time program staff were allocated to the division. A portion of the personnel costs for the Assistant Director and the Recreation Manager have been allocated to the division in FY08 to reflect the time spent by these individuals in overseeing and managing the before- and after-school programs.
- Division FTEs increase by 0.30 due to the reallocation of personnel costs from another division.
- Approximately 88 percent of division expenditures are personnel related.

Management Objectives:

- Ensure that all after-school program staff receives six hours of training per year.
- Increase customer satisfaction with the before- and after-school care programs.
- Include an obesity prevention or healthy lifestyles curriculum in the after-school care program.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Percentage of staff receiving six hours of training	17	100
Percentage of evaluations returned	5	25
Healthy lifestyle curriculum	No	Yes

Recreation

Division Summary – Takoma Park Community Center

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Community Center	64,793	204,613	144,422	415,693
Division Total	64,793	204,613	144,422	415,693

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	19,334	101,753	70,000	246,624
Fringe Benefits	1,578	18,560	5,600	77,069
Overtime	0	0	0	1,700
Personnel Subtotal	20,912	120,313	75,600	325,393
Supplies	741	12,500	8,500	10,500
Services and Charges	43,140	50,800	50,822	58,800
Miscellaneous	0	21,000	9,500	21,000
Division Total	64,793	204,613	144,422	415,693

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.00	0.00	0.00	3.65
FTEs without benefits	2.23	4.31	4.31	3.18
Division Total	2.23	4.31	4.31	6.83

Position Title	Adopted FY07	Adopted FY08
Recreation Director	0.00	0.20
Assistant Recreation Director	0.00	0.20
Senior Recreation Manager	0.00	0.40
Recreation Manager	0.00	1.10
Facilities Coordinator	0.00	1.00
Program Coordinator--Seniors	0.38	0.75
Part-Time Staff	3.93	3.18
Division Total FTEs	4.31	6.83

Recreation

Division – Takoma Park Community Center

Division Purpose:

Oversees staffing, operations, and programming of the Takoma Park Community Center. Includes programming for senior citizens, 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.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$44,500 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$211,080—an increase of 103.2 percent—compared to budgeted expenditures for FY07.
- The variance is primarily attributable to increased personnel costs. Staffing hours of various part-time employees were restructured to create a full-time position, which is responsible for staffing the main reception desk Tuesday through Saturday from 2:00 p.m. to closure of the building. There is an additional cost for the fringe benefits provided to the newly created position. Additionally, in FY07, only personnel costs for the part-time staff were allocated to the division. A portion of the personnel costs for the Recreation Director, Assistant Director, and other full-time staff have been allocated to the division in FY08 to reflect the time spent by these individuals in overseeing and managing Community Center activities. The work hours of the coordinator of senior recreation programs increased to 30 hours per week, making the position eligible for fringe benefits.
- Division FTEs increase by 2.52 due to the increased work hours of the coordinator of senior programs and reallocation of personnel costs from other divisions.

- Approximately 78 percent of division expenditures are personnel related.
- Services and charges represent about 14 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$58,000).
- Charges categorized as miscellaneous account for about five percent of division expenditures. This classification includes programmatic costs for senior and teen programs.

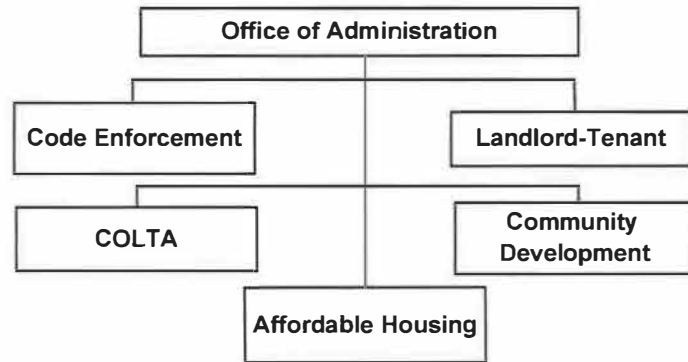
Management Objectives:

- Provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Increase the quality and number of family programs and toddler programs.
- Increase the quality and number of teen programming when school is not session, including weekends.

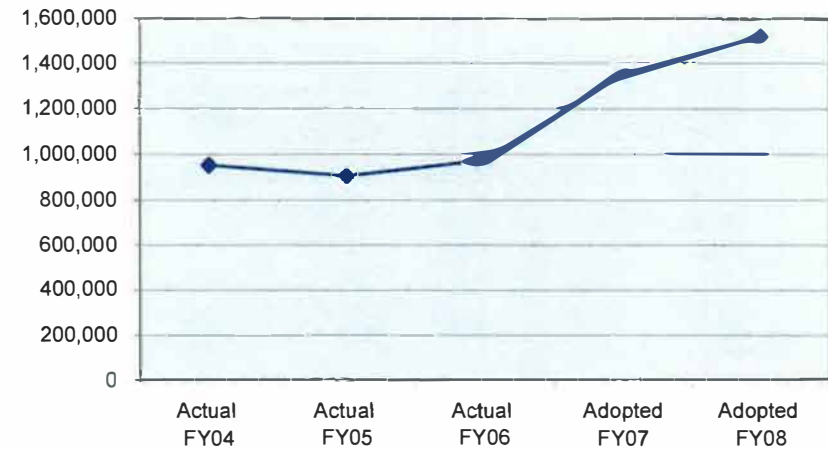
Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of service learning hours recorded	191	300
Number of family programs	4	6
Number of toddler programs	6	8
Number of teen programs	5	8

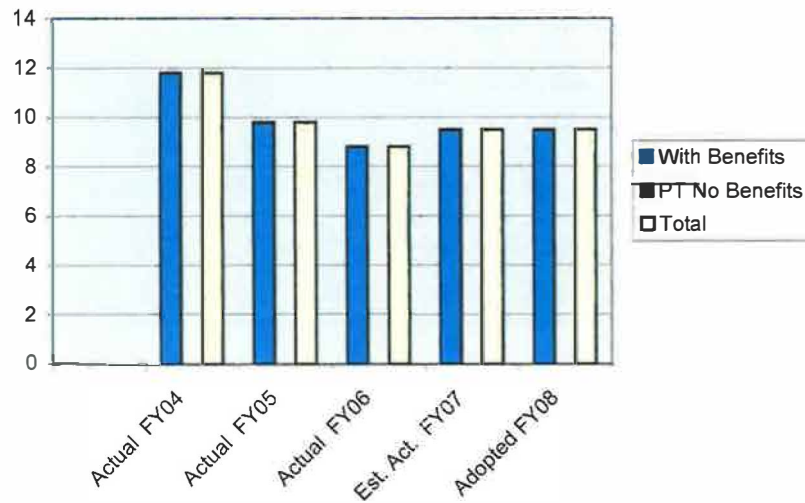
Housing and Community Development



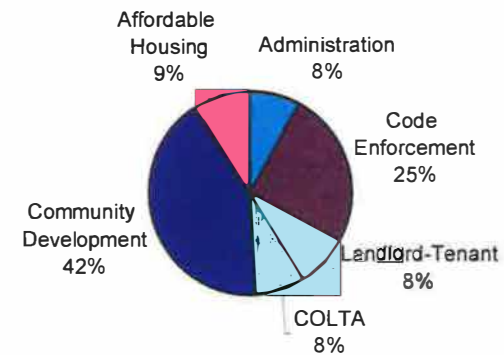
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Housing and Community Development

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	100,846	120,938	113,487	120,678
Code Enforcement	279,968	365,208	336,285	376,894
Landlord-Tenant	112,671	118,607	125,994	125,404
COLTA	88,369	114,227	123,157	122,818
Community Development	300,359	497,080	466,550	635,232
Affordable Housing	96,079	133,440	133,071	137,808
Department Total	978,292	1,349,500	1,298,544	1,518,834

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	444,287	540,640	563,726	586,115
Fringe Benefits	153,888	185,660	157,868	187,354
Overtime	5,860	6,500	6,500	8,300
Contractual Labor	27,137	18,000	0	0
Personnel Subtotal	631,172	750,800	728,094	781,769
Supplies	12,373	17,700	17,700	15,350
Services and Charges	300,836	476,400	454,550	622,700
Miscellaneous	33,911	104,600	98,200	99,015
Department Total	978,292	1,349,500	1,298,544	1,518,834

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Inspection Fees	289,416	278,600	277,000	288,000
Municipal Infractions	22,940	10,000	5,500	6,000
Subtotal	312,356	288,600	282,500	294,000
General Fund	665,937	1,060,900	1,016,044	1,224,834
Department Total	978,293	1,349,500	1,298,544	1,518,834

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	0.90	0.90	0.90	0.90
Code Enforcement	2.31	3.00	3.00	3.00
Landlord-Tenant	1.60	1.60	1.60	1.60
COLTA	0.80	0.80	0.80	0.80
Community Development	2.60	2.60	2.60	2.60
Affordable Housing	0.60	0.60	0.60	0.60
Department Total	8.81	9.50	9.50	9.50

Housing and Community Development

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- Departmental expenditures are expected to be \$50,956 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs, and unexpended contractual funds.

FY08 Budget Highlights:

- Departmental expenditures are \$169,334 higher—an increase of 12.5 percent—compared to budgeted expenditures for FY07.
- \$77,000 of the increase represents the carryover of FY07 funding for the Ethan Allen Gateway design charrette and associated map preparation.
- Departmental FTEs remain unchanged.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.

- Approximately 51 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$30,969 compared to budgeted expenditures for FY07.
- Services and charges account for about 41 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County, design charrettes, review of requested rent increases, and tenant assistance/organizing. The operating subsidy for the Old Takoma Main Street program is also included in this category.
- Miscellaneous expenditures represent approximately seven percent of departmental expenditures. This category includes the cost of affordable housing programs such as the revolving loan fund and transit-pedestrian safety enhancements.



Housing and Community Development

Division Summary - Administration

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Administration	100,846	120,938	113,487	120,678
Division Total	100,846	120,938	113,487	120,678

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	51,394	53,462	52,519	56,216
Fringe Benefits	19,600	21,176	14,668	22,612
Overtime	0	0	0	0
Personnel Subtotal	70,994	74,638	67,187	78,828
Supplies	8,031	8,250	8,250	6,750
Services and Charges	16,383	29,250	31,250	31,400
Miscellaneous	5,438	8,800	6,800	3,700
Division Total	100,846	120,938	113,487	120,678

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.90	0.90	0.90	0.90
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	0.90	0.90	0.90	0.90

Position Title	Adopted FY07	Adopted FY08
Director of Housing & Community Development	0.40	0.40
Office Assistant	0.50	0.50
Division Total FTEs	0.90	0.90

Housing and Community Development

Division – Administration

Division Purpose:

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

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$7,451 less than budget

FY08 Budget Highlights:

- No significant variance compared to budgeted expenditures for FY07.
- Increase in personnel costs is offset by reductions in other areas.
- Division FTEs remain unchanged.
- Approximately 65 percent of division expenditures are personnel related.
- Services and charges represent about 26 percent of division expenditures. This category includes copier lease costs, telephone charges, and postage costs.

Management Objectives:

- Prioritize and direct departmental activities to accomplish Council goals and objectives.
- Ensure programming and special projects have adequate staffing and budgetary resources.
- Coordinate appropriate staffing of Council-appointed statutory committees and advisory boards.

Performance/Workload Measures:

Measurement	Calendar Year		Projected 2007
	2005	2006	
Number of departmental staff meetings	10	10	10
Number of grant-funded projects administered	9	7	10

Housing and Community Development

Division Summary – Code Enforcement

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Code Enforcement	279,968	365,208	336,285	376,894
Division Total	279,968	365,208	336,285	376,894

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	74,669	123,061	108,531	134,012
Fringe Benefits	23,967	51,747	32,004	47,742
Overtime	346	1,000	1,000	2,000
Contactual Labor	11,762	0	0	0
Personnel Subtotal	110,744	175,808	141,535	183,754
Supplies	121	5,400	5,400	3,250
Services and Charges	167,349	179,100	183,350	185,450
Miscellaneous	1,754	4,900	6,000	4,440
Division Total	279,968	365,208	336,285	376,894

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.00	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.00	3.00	3.00	3.00

Position Title	Adopted FY07	Adopted FY08
Code Enforcement Specialist	1.00	1.00
Code Enforcement Inspector	1.00	1.00
Program Assistant	1.00	1.00
Division Total FTEs	3.00	3.00

Housing and Community Development

Division – Code Enforcement

Division Purpose:

Provides for the inspection of residential and commercial properties, the target area inspection program, the licensing of rental housing facilities, and the Landlord Certification Program.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$28,923 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$11,686 higher—an increase of 3.2 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 49 percent of division expenditures are personnel related.
- Services and charges represent about 49 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$182,400).

Management Objectives:

- Provide effective, timely, and proactive enforcement of the Property Maintenance Code.
- Ensure timely and appropriate inspection and licensing of rental housing properties.

- Complete community-wide property inventory.
- Provide information and referral services to community members in a timely and professional manner.
- Continue proactive code enforcement program, piloted in May 2007, designed to identify both developing and serious—but unreported—property maintenance code violations.
- Develop and distribute bilingual material encouraging residents to comply with community norms concerning property maintenance, parking, and noise.

Performance/Workload Measures:

Measurement	Calendar Year		Projected 2007
	2005	2006	
Number of rental licenses - renewed	129	195	225
Number of rental licenses - new	30	18	25
Number of rental licenses - discontinued	55	63	20
Number of rental licenses - denied	128	188	100
Rental housing facilities – units inspected/monitored	n/a	2,280	2,490
Number of landlord certification seminars conducted	10	9	12
Number of landlord certification written exams processed	15	16	28
Number of landlord certification certificates issued	141	112	213
Number of nuisance complaint cases - opened	127	108	150
Number of nuisance complaint cases - closed	68	56	75
Number of vacant, neglected, and abandoned property surveys completed	n/a	2,280	2,600

Housing and Community Development

Division Summary – Landlord-Tenant

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Landlord-Tenant	112,671	118,607	125,994	125,404
Division Total	112,671	118,607	125,994	125,404

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	82,786	85,058	86,326	90,405
Fringe Benefits	25,679	28,849	34,968	30,349
Overtime	475	500	500	800
Personnel Subtotal	108,940	114,407	121,794	121,554
Supplies	0	0	0	0
Services and Charges	1,642	1,050	1,050	550
Miscellaneous	2,089	3,150	3,150	3,300
Division Total	112,671	118,607	125,994	125,404

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.60	1.60	1.60	1.60
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	1.60	1.60	1.60	1.60

Position Title	Adopted FY07	Adopted FY08
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.65	0.65
Housing Specialist	0.70	0.70
Division Total FTEs	1.60	1.60

Housing and Community Development

Division – Landlord-Tenant Office

Division Purpose:

Investigates and resolves disputes between landlords and tenants, as well as complaints filed with the Commission on Landlord-Tenant Affairs. Administers the rent stabilization program.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$7,387 over budget.
- The variance is attributable to higher than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$6,797 higher—an increase of 5.7 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 97 percent of division expenditures are personnel related.

Management Objectives:

- Institute planned neighborhood outreach program.
- Mediate landlord and tenant disputes in an unbiased and professional manner.
- Finalize recodification of rent stabilization ordinance.
- Update rent stabilization regulations.

Performance/Workload Measures:

Measurement	Calendar Year		Projected 2007
	2005	2006	
Number of client contacts	2,602	2,237	2,940
Number of landlord certification seminars	10	9	12
Number of City Newsletter columns, articles, and announcements	11	11	11

Housing and Community Development

Division Summary – Commission on Landlord and Tenant Affairs

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
COLTA	88,369	114,227	123,157	122,818
Division Total	88,369	114,227	123,157	122,818

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	38,207	40,809	45,161	45,669
Fringe Benefits	12,146	13,768	9,046	14,899
Overtime	0	0	0	0
Personnel Subtotal	50,353	54,577	54,207	60,568
Supplies	0	0	0	0
Services and Charges	37,019	55,450	67,350	61,200
Miscellaneous	997	4,200	1,600	1,050
Division Total	88,369	114,227	123,157	122,818

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.80	0.80	0.80	0.80
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	0.80	0.80	0.80	0.80

Position Title	Adopted FY07	Adopted FY08
Affordable Housing Manager	0.15	0.15
Landlord/Tenant Mediation Specialist	0.35	0.35
Housing Specialist	0.30	0.30
Division Total FTEs	0.80	0.80

Housing and Community Development

Division: Commission on Landlord and Tenant Affairs

Division Purpose:

Conducts hearings related to complaints between tenants and landlords. Reviews requests from landlords petitioning to increase rents above the annual rent stabilization ordinance. Provides general oversight of the City's rent stabilization law.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$8,930 over budget.
- The variance is attributable to higher than anticipated personnel costs.

FY08 Budget Highlights:

- Division expenditures are \$8,591 higher—an increase of 7.5 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 49 percent of division expenditures are personnel related.
- Services and charges represent about 50 percent of division expenditures. This category includes the contractual costs associated with review of requested rent increases (\$56,200).

Management Objectives:

- Coordinate and conduct COLTA hearings in accordance with established regulations.

- Process rent increase petitions in a timely and accurate manner.
- Finalize recodification of rent stabilization ordinance.
- Update rent stabilization regulations.

Performance/Workload Measures:

Measurement	Calendar Year		Projected 2007
	2005	2006	
Number of COLTA business meetings	2	1	1
Number of COLTA cases filed	45	18	20
Number of COLTA cases mediated and closed	35	17	14
Number of COLTA cases hearings conducted	10	2	4
Number of rent increase petitions filed	54	48	54
Number of rent increase petition hearings conducted	1	0	1
Number of annual rent reports monitored – single family units	16	14	15
Number of annual rent reports monitored – multi-family rental facilities	256	246	250
Number of City Newsletter columns, articles, and announcements	11	11	11

Housing and Community Development

Division Summary – Community Development

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Community Development	300,359	497,080	466,550	635,232
Division Total	300,359	497,080	466,550	635,232

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	155,372	215,333	227,103	214,151
Fringe Benefits	61,530	58,647	58,647	59,606
Overtime	5,039	5,000	5,000	5,200
Contractual Labor	15,376	0	0	0
Personnel Subtotal	237,317	278,980	290,750	278,957
Supplies	3,622	3,450	3,450	5,350
Services and Charges	37,275	161,250	121,250	298,050
Miscellaneous	22,145	53,400	51,100	52,875
Division Total	300,359	497,080	466,550	635,232

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	2.60	2.60	2.60	2.60
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	2.60	2.60	2.60	2.60

Position Title	Adopted FY07	Adopted FY08
Director of Housing & Comm. Dev.	0.60	0.60
Senior Planner	1.00	1.00
Associate Planner	1.00	1.00
Division Total FTEs	2.60	2.60

Housing and Community Development

Division – Community Development

Division Purpose:

Provides technical assistance to local business associations. Coordinates the development review process. Monitors significant redevelopment projects. Develops and coordinates City-initiated neighborhood revitalization projects. Facilitates local and regional pedestrian safety and traffic calming projects. Prepares and implements various grant funded initiatives. Coordinates the Community Development Block Grant program. Provides staff support to the Arts and Humanities Commission, Community Development Citizen's Advisory Committee, Facade Advisory Board, Safe Roadways Committee, and the Montgomery College Neighborhood Advisory Committee.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be \$30,530 less than budget.
- The variance is attributable to lower than anticipated contractual costs.

FY08 Budget Highlights:

- Division expenditures are \$138,152 higher—an increase of 27.8 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to increased contractual costs, a portion of which represents the carry-over of FY07 funding for the Ethan Allen Gateway design charrette and associated costs (\$77,000).
- Division FTEs remain unchanged.
- Approximately 44 percent of division expenditures are personnel related.
- Services and charges represent about 47 percent of division expenditures. As noted above, funding was carried over from FY07 to complete the Ethan Allen Gateway design charrette.

Funding in the amount of \$130,000 is included for the development of a comprehensive, community driven, consensus-based design for the Maryland Gateway (Eastern and New Hampshire Avenue). Activities related to the outreach and marketing of the New Hampshire Avenue corridor include a marketing study (\$30,000 and video and website production (\$7,000). The City's contribution to the Old Takoma Business Association's Main Street program equals \$25,000.

- Approximately eight percent of departmental expenditures are categorized as miscellaneous. Expenditures include \$25,000 for neighborhood traffic studies.

Management Objectives:

- Promote incorporation of pedestrian-oriented design standards in development projects.
- Coordinate implementation of neighborhood traffic studies.
- Promote the redevelopment of the New Hampshire Avenue corridor.
- Coordinate implementation of master plan workshop projects.
- Implement Safe Routes to School program.

Performance/Workload Measures:

Measurement	Estimated FY07	Projected FY08
Number of Enterprise Zone meetings	10	0
Number of Enterprise Zone fairs	1	1
Number of tours of the New Hampshire Avenue corridor with developers and officials	1	3
Number of marketing contacts with housing and commercial developers	6	5
Number of marketing projects related to the New Hampshire Avenue corridor	3	4
Number of Master Plan workshops	6	0
Number of newsletter articles and announcements regarding Master Plan	8	0

Housing and Community Development

Division Summary – Affordable Housing

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Affordable Housing	96,079	133,440	133,071	137,808
Division Total	96,079	133,440	133,071	137,808

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	41,859	40,917	44,086	45,662
Fringe Benefits	10,965	11,473	8,535	12,146
Overtime	0	0	0	300
Personnel Subtotal	52,824	52,390	52,621	58,108
Supplies	599	600	600	0
Services and Charges	41,168	50,300	50,300	46,050
Miscellaneous	1,488	30,150	29,550	33,650
Division Total	96,079	133,440	133,071	137,808

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	1.60	1.60	1.60	1.60
FTEs without benefits	0.00	0.00	0.00	0.00
Division Total	1.60	1.60	1.60	1.60

Position Title	Adopted FY07	Adopted FY08
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.65	0.65
Housing Specialist	0.70	0.70
Division Total FTEs	1.60	1.60

Housing and Community Development

Division – Affordable Housing

Division Purpose:

Promotes affordable housing home ownership opportunities. Provides technical assistance to tenant associations and condominium boards. Oversees the City's Vacant, Neglected, and Abandoned Properties Initiative.

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$4,368 higher—an increase of 3.3 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 42 percent of division expenditures are personnel related.
- Services and charges represent about 33 percent of division expenditures. This category includes the contractual costs associated with the Capacity Building Initiative (\$34,600).
- Approximately 24 percent of departmental expenditures are categorized as miscellaneous. This cost center includes the Revolving Loan Fund (\$25,000).

Management Objectives:

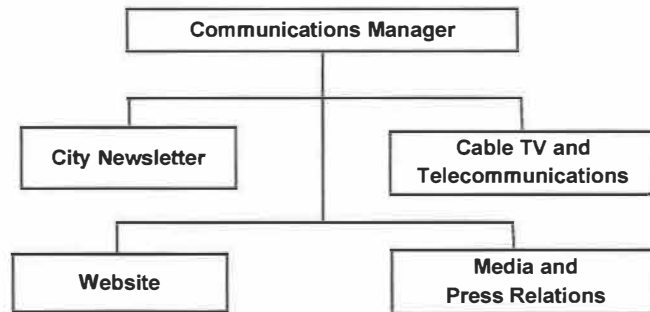
- Explore and implement programs to produce and/or retain affordable housing options in the City.

- Expand educational programming to include post-purchase and maintenance.
- Provide oversight of ongoing Capacity Building Initiative.

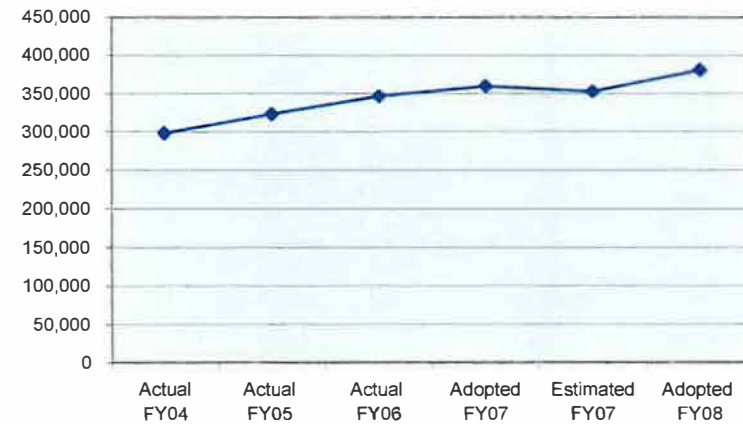
Performance/Workload Measures:

Measurement	Calendar Year		Projected 2007
	2005	2006	
Number of informational and educational seminars	12	5	6
Number of housing fairs	1	1	1
Number of Tenant Capacity Building projects	5	11	4
Number of Revolving Loan Fund applications	n/a	2	1
Number of Payment in Lieu of Taxes (PILOT) agreements executed	1	6	2
Number of applications for exemption from rent stabilization processed	0	8	24
Number of properties monitored under Tenant Opportunity to Purchase Law	26	26	25
Number of properties monitored undergoing condominium conversion	4	5	3
Number of City Newsletter articles and announcements	5	8	10

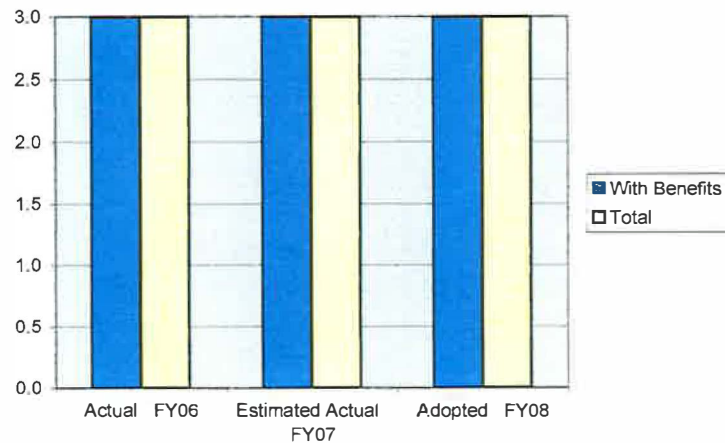
Communications



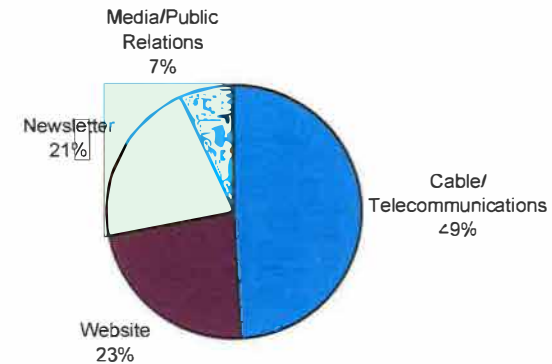
Expenditure History



Staffing Trend (FTEs)



Budget by Cost Center



Communications

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Communications	347,211	360,484	353,169	381,950
Department Total	347,211	360,484	353,169	381,950

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	179,914	189,871	189,147	203,217
Fringe Benefits	66,538	67,513	58,722	71,333
Overtime	0	0	2,000	0
Personnel Subtotal	246,452	257,384	249,869	274,550
Supplies	2,647	3,000	2,700	3,000
Services and Charges	21,552	27,100	27,000	93,400
Miscellaneous	76,560	73,000	73,600	11,000
Department Total	347,211	360,484	353,169	381,950

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Cable Franchise Fees	188,497	150,971	150,771	157,000
Cable Operating Grant	60,028	62,000	62,000	64,583
Subtotal	248,525	212,971	212,771	221,583
General Fund	98,686	147,513	140,398	160,367
Department Total	347,211	360,484	353,169	381,950

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Communications	3.00	3.00	3.00	3.00
Department Total	3.00	3.00	3.00	3.00

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
Department Total	3.00	3.00	3.00	3.00

Position Title	Adopted FY07	Adopted FY08
Communications Manager	1.00	1.00
Video Production Manager	1.00	1.00
Communications Assistant	1.00	1.00
Department Total FTEs	3.00	3.00

Communications

Department Summary

Department Overview:

The Communications Office monitors the City's cable and telecommunication agreements, operates City TV (the government access cable channel), publishes the City's monthly newsletter, updates and maintains the City's website (www.takomaparkmd.gov), and supports media and press relations.

The City of Takoma Park is a co-franchisor with Montgomery County (and the other municipalities) for provision of cable television services. The County administers all cable franchise agreements for the City by contract and keeps a portion of the City's franchise fees. Cable television services are available to City residents from Comcast and RCN.

City TV provides the residents of Takoma Park with quality informational programs about City government and services. It offers live cablecasts of Council meetings and a variety of programming featuring community activities and interests. City Council meetings and other City TV programs are also available as a live video stream and video-on-demand archive on the City's website.

The Takoma Park Newsletter is published 11 times per year and is mailed to all postal customers in the City. It is managed by contract with an outside editor.

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Departmental expenditures are \$21,466 higher—an increase of 5.9 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs remain unchanged.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.

- Approximately 72 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$17,166 compared to budgeted expenditures for FY07.
- Services and charges account for about 24 percent of departmental expenditures. Expenditures accounted for in this category include all costs associated with the City's monthly newsletter (\$65,000) and contractual costs for the City TV producer, the sound engineer, and others (\$15,000).

Management Objectives:

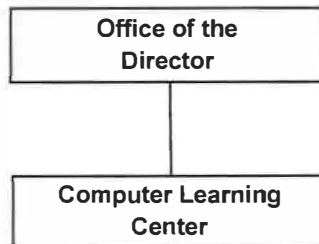
- Acquire more digital equipment to facilitate the editing process.
- Monitor and respond to expected changes in federal regulations pertaining to cable franchising.
- Implement RSS feeds on the City's website.
- Complete feasibility study of proposed renovation to the Council Chambers/Auditorium.

Performance/Workload Measures:

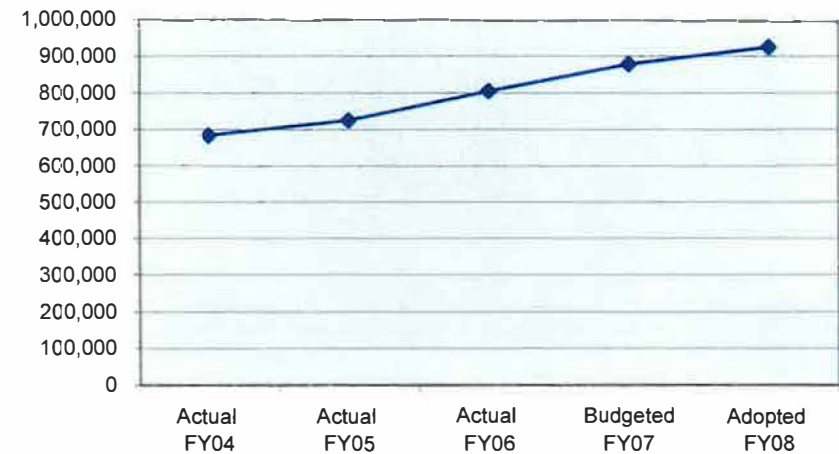
Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of original City TV programming hours	85:00	100:49	100:00
Average number of unique website visitors per month	4,398	5,609	7,000
Average number of website visits per month	6,712	8,669	11,000

Note: FY06 website data is for the period February – June 2006. The City's new website was launched in February 2006.

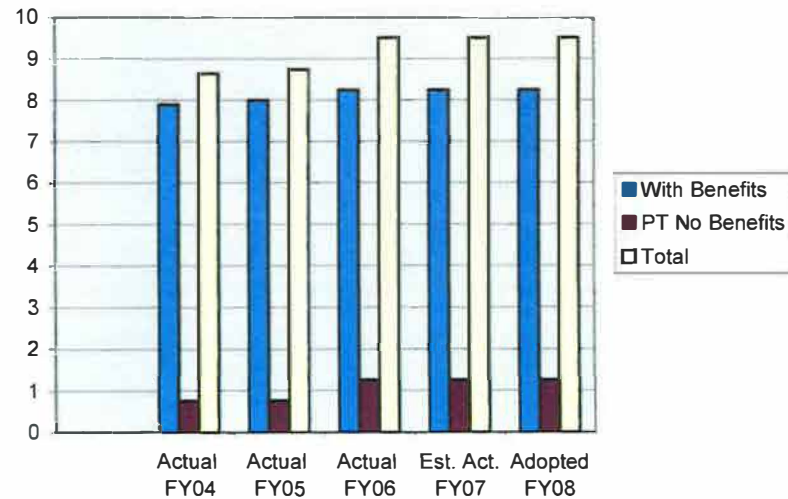
Library



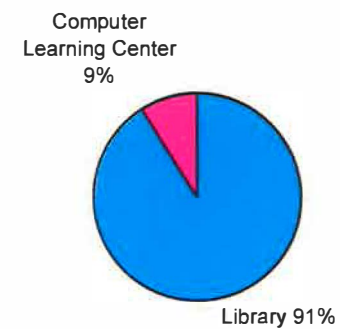
Expenditure History



Staffing Trend (FTEs)



Budget by Division



Library

Department Summary

Dept. Expenditures by Division	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Library	772,069	799,753	801,152	843,933
Computer Learning Center	34,300	80,301	72,278	82,395
Department Total	806,369	880,054	873,430	926,328

Dept. Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	510,101	525,934	527,818	553,597
Fringe Benefits	148,451	175,835	165,659	175,583
Overtime	0	0	0	0
Personnel Subtotal	658,552	701,769	693,477	729,180
Supplies	128,563	137,470	136,053	138,953
Services and Charges	14,890	34,355	34,940	49,235
Miscellaneous	4,364	6,460	8,960	8,960
Department Total	806,369	880,054	873,430	926,328

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Library Aid from County	103,573	103,620	103,620	119,160
Library Fines/Fees	13,169	12,000	13,562	14,000
Subtotal	116,742	115,620	117,182	133,160
General	689,627	764,434	756,248	793,168
Department Total	806,369	880,054	873,430	926,328

Staffing Summary by Division (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Library	8.25	8.25	8.25	8.25
Computer Learning Center	1.25	1.25	1.25	1.25
Department Total	9.50	9.50	9.50	9.50

Library

Department Summary

Department Overview:

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

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

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Departmental expenditures are \$46,274 higher—an increase of 5.2 percent—compared to budgeted expenditures for FY07.
- Departmental FTEs remain unchanged.
- Worker's compensation costs previously accounted for in each departmental budget are now included in the non-departmental section of the budget.
- Approximately 79 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$27,411 compared to budgeted expenditures for FY07.
- Approximately 15 percent of departmental expenditures are supplies. This category includes the cost of books, periodicals, reference materials, and computer supplies.

- Services and charges are up by \$14,880. Additional funding is provided for the Library's various program offerings and related materials and promotions. The increase is also attributable to additional funding for reference materials and children's books, as well as higher costs for the printer/copier in the Computer Learning Center.



Library

Division Summary – Library

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Library	772,069	799,753	801,152	843,933
Division Total	772,069	799,753	801,152	843,933

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	483,207	478,522	482,346	503,461
Fringe Benefits	147,843	166,526	154,812	163,235
Overtime	0	0	0	0
Personnel Subtotal	631,050	645,048	637,158	666,696
Supplies	121,765	123,181	128,953	132,129
Services and Charges	14,890	26,064	26,581	37,148
Miscellaneous	4,364	5,460	8,460	7,960
Division Total	772,069	799,753	801,152	843,933

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	7.50	7.50	7.50	7.50
FTEs without benefits	0.75	0.75	0.75	0.75
Division Total	8.25	8.25	8.25	8.25

Position Title	Adopted FY07	Adopted FY08
Library Director	1.00	1.00
Library Coordinator	3.00	3.00
Library Assistant	3.50	3.50
Library Shelver	0.75	0.75
Division Total FTEs	8.25	8.25

Library

Division – Library

Division Purpose:

Provides circulation and reference services. Resources include Internet access, DVD and on-line reference tools, research databases, books, magazines, and audio books and music on CD. Sponsors more than 300 programs each year for children of all ages and adults, including the pre-school morning “Circle Time.”

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Division expenditures are \$44,180 higher—an increase of 5.5 percent—compared to budgeted expenditures for FY07.
- Approximately one-half of the budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 79 percent of division expenditures are personnel related.
- Other major division expenditures include supplies, including the purchase of books, periodicals, reference materials, computer-related items, and office materials. Together, these areas account for \$132,129, or about 16 percent, of division expenditures.

Management Objectives:

- Provide updated materials in Spanish and French outlining Library policies, procedures, and collection to improve access for non-native speakers of English.

- Address the demand for ESL (English as a second language) reading materials by updating and expanding the Library’s collection.
- Nurture existing connections between the Library and area schools by providing additional programs for elementary school classes and more closely cooperating on resources needed for school projects.
- Increase the number of Spanish language programs, with the assistance of the Friends of the Library, to include a weekly Spanish “Circle Time,” as well as a monthly Spanish storytelling program for elementary school age children.
- Boost the number of Spanish language materials for elementary and middle school readers.
- Plan and implement Library programs for teens and children around national reading events, such as “Banned Books Week” and “Teen Read Week.”
- Explore the creation of a teen volunteer corps which can receive community service credits for assisting the Library in various ways.
- Create booklists and guides for children and parents—both in print and on the Library Books blog—based on popular topics.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Circulation of materials	70,016	80,606	90,000
Circulation per capita	4.05	4.66	5.20
In-library use of materials	31,601	43,823	50,000
Use per capita	1.83	2.53	2.89
Registered borrowers (active)	Not available	7,949	8,500
Program attendance	Not available	6,346	6,350

Library

Division Summary – Computer Learning Center

Division Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Computer Learning Center	34,300	80,301	72,278	82,395
Division Total	34,300	80,301	72,278	82,395

Division Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	26,894	47,412	45,472	50,136
Fringe Benefits	608	9,309	10,847	12,348
Overtime	0	0	0	0
Personnel Subtotal	27,502	56,721	56,319	62,484
Supplies	6,798	14,289	7,100	6,824
Services and Charges	0	8,291	8,359	12,087
Miscellaneous	0	1,000	500	1,000
Division Total	34,300	80,301	72,278	82,395

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.50	0.50	0.50	0.50
Division Total	1.25	1.25	1.25	1.25

Position Title	Adopted FY07	Adopted FY08
Computer Instructional Assistant	1.25	1.25
Division Total FTEs	1.25	1.25

Library

Division – Computer Learning Center

Division Purpose:

Manages and operates two computer rooms, with 20 public access workstations which are available seven days a week. Time set aside after-school for elementary age children. Offers Internet, word processing, spreadsheets, and more to users of all ages. Maintains four workstations in the Senior Room; activities in this room are under the jurisdiction of the Recreation Department.

Adopted to Estimated Actual FY07:

- Division expenditures are expected to be approximately \$8,023 less than budget.
- The variance is primarily attributable to lower than anticipated costs for computer supplies.

FY08 Budget Highlights:

- Division expenditures are \$2,094 higher—an increase of 2.6 percent—compared to budgeted expenditures for FY07.
- The variance is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Other major division expenditures include computer-related supplies and service charges for the copier in the Computer Learning Center.

Management Objectives:

- Initiate drop-in computer classes in Spanish on Sunday afternoons.

- Explore and pursue collaboration with Montgomery Works to offer on-line job training (resume creation, on-line job application submission, and on-line job search) one morning each week.
- Create “language free” instruction in computer skills (i.e., on-line visual demonstrations).
- Create additional Spanish translations of our web-based text documentation for public computer users in the Computer Center and Library.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of Internet sessions (log-ons)	Not applicable	38,698	38,700

Non-Departmental

Non-Departmental Summary

Source of Funds	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
County Day Laborer	39,000	30,000	39,000	39,000
Subtotal	39,000	30,000	39,000	39,000
General Fund	356,025	1,233,977	894,743	1,809,626
Total	395,025	1,263,977	933,743	1,848,626

Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Employee Recognition	16,218	75,000	65,000	70,000
Medical-Related Expenses	4,065	5,000	0	0
State Retirement Plan Contribution	64,660	68,000	67,893	71,300
Worker's Compensation Insurance	0	0	0	231,400
Personnel Subtotal	84,943	148,000	132,893	372,700
Supplies	0	29,000	29,000	24,000
Services and Charges	137,892	211,500	201,665	228,400
Miscellaneous	168,534	270,295	255,185	362,105
Unappropriated Reserve	3,656	305,182	15,000	361,421
Equipment Replacement Reserve	0	300,000	300,000	500,000
Total	395,025	1,263,977	933,743	1,848,626

Supplemental Information:

Measurement	Actual FY06	Estimated FY07
Number of auto liability insurance claims	10	6
Number of general liability insurance claims	7	3
Number of police liability insurance claims	0	1
Number of public official insurance claims	2	0
Number of property insurance claims	3	0
Number of worker's compensation insurance claims	16	16
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	144	165

Non-Departmental

Summary

Overview:

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

Adopted to Estimated Actual FY07:

- Expenditures are expected to be \$330,234 less than budget.
- The variance is primarily attributable to unexpended reserve monies.

FY08 Budget Highlights:

- Expenditures are \$584,649 higher—an increase of 46.3 percent—compared to budgeted expenditures for FY07.
- The variance is attributable in part to the inclusion of worker's compensation costs (\$231,400), which were previously accounted for in each departmental budget. Additionally, the contribution to the Equipment Replacement Reserve increased by \$200,000.
- Approximately 20 percent of departmental expenditures are personnel related. None of these costs relate to FTEs.
- Personnel costs are up by \$224,700 compared to budgeted expenditures for FY07. As noted above, worker's compensation costs are now included in the non-departmental section of the budget.
- Services and charges account for about 12 percent of departmental expenditures. Expenditures accounted for in this category include the City's cost for liability, property, and auto insurance coverage (\$138,400). The other major expenditure included in this classification is the cost of the day laborer site on New Hampshire Avenue. The

non-departmental section of the budget includes \$60,000 for the site's operation; other costs are accounted for in the Public Works Department. The full cost of the Day Laborer site will be offset by a contribution from Montgomery County.

- Approximately 20 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 (\$90,355) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes \$50,000 for employee training. Other expenditures are included in the miscellaneous category are the City's tuition reimbursement program, the payout of accrued leave to employees separating from the City's employment, bad debt expense, and support of City committees and commissions and community activities.
- In accordance with the City Charter, two percent of revenues is set aside in an unappropriated reserve fund to cover unexpected costs. The amount of this contingency account is \$361,421.
- As prescribed by the City Charter, the City maintains an Equipment Replacement Reserve for the replacement of major capital items. A contribution of \$500,000 will be made to ensure funding for the future purchase of equipment and vehicles. This contribution will be processed as a transfer from the General Fund undesignated reserve to the Equipment Replacement Reserve. It is shown in the budget as expenditure for disclosure purposes.

Capital Improvement Program FY08 – FY12

Equipment	FY08	FY09	FY10	FY11	FY12
Police					
Patrol Cars (lease purchase) (DEBT)	170,706	222,484	274,262	326,040	258,890
Police Communications Equipment (ERR)	29,500				
Portable Radios	25,600	25,600	25,600	25,600	25,600
Mobile Computer Replacement	28,000	28,000	24,000	28,000	28,000
Replace Explorer			43,000		
Replace Fiesta				30,000	
Public Works - Vehicles					
Pickup Truck 100, 116, 172, 213 (ERR)	24,041	33,430	23,353		
Dump Truck 102,153 (ERR)	45,000	45,000			
Riding Mower	6,500				
Bucket Truck to replace #186 (ERR)	80,000				
Recycling Truck #109 (ERR)			181,700		
Trash Trucks #112 and #113 (ERR)				178,427	183,780
Public Works - Equipment					
Mechanic's Tool Boxes	15,000	15,000			
Liquid Chemical Spreader	30,000				
Leaf Collection Vacuums (ERR)	16,200	17,500	19,084	20,159	
Sidewalk Sweeper (ERR)			23,952		
Bobcat (ERR)				34,275	
Recreation					
Replace Small Van (ERR)		25,000			
Fleet Vehicles					
Replace Minivan (ERR)		27,000			

Capital Improvement Program FY08 – FY12

Equipment	FY08	FY09	FY10	FY11	FY12
Information Technology					
Upgrade PW Phone System	15,000				
Police Plotter	14,500				
Public Works Plotter	6,500				
Housing and Community Development server (ERR)	7,500				
Servers - Police, Finance, Internet, and Network Admin. (ERR)		30,000			
Library Useful Computers (Three-Year Contract Renewal)	6,000			6,000	
Computer Learning Center (Three-Year Contract Renewal)		32,500			
Intranet Server	8,000	6,000			
Recreation Programming Software	22,000				
Public Works Server (ERR)		7,500			
Granicus			5,500		
Subtotal - Equipment	550,047	515,014	620,451	648,501	496,270

Streets	FY08	FY09	FY10	FY11	FY12
Street Light Upgrade	24,132	20,000	20,000	20,000	
Replace Takoma Junction Decorative Lights	95,000				
Street Rehabilitation	147,752	158,055	168,358	178,660	
Pedestrian Safety Enhancements	100,000	25,000	25,000	25,000	
Gateway Signage	60,000	20,000	20,000		
Safe Routes to School Projects (SRF)	67,000				
Holton Lane Streetscape - Phase II (SRF)	70,000				
Carroll Avenue Commercial Streetscape (SRF)	221,000				
Carroll Avenue Commercial Streetscape (GF Operating Transfer to SRF)	81,242				

Capital Improvement Program FY08 – FY12

Streets	FY08	FY09	FY10	FY11	FY12
Maple Avenue Streetscape (SRF)	50,000	150,000			
Neighborhood Commercial Center improvements	65,000				
Park Avenue Parking Area	25,000				
Public Art Project	10,000				
Subtotal - Streets	1,016,126	373,055	233,358	223,660	0

Parks	FY08	FY09	FY10	FY11	FY12
Jackson Boyd Park Design and Construction (SRF)	58,367				
Jackson Boyd Park Design and Construction (GF Operating Transfer to SRF)	19,456				
Jequie Park Ballfield Renovation and Sprinkler System (SRF)	60,000				
Jequie Sprinkler System (GF Operating Transfer to SRF)	20,000				
BY Morrison column repair	11,000				
Community Gardens - Water & Power	12,000				
Subtotal - Parks	180,823	0	0	0	0

Facilities	FY08	FY09	FY10	FY11	FY12
Public Works					
New Facility Design/Construction	75,000	1,200,000			
PW Admin. and Park Roof (ERR)			55,809		
Replace PW Front Gate	13,000				
Security Cameras and Other Measures	45,000				
Sanitation Building Roof				35,548	

Capital Improvement Program FY08 – FY12

Facilities	FY08	FY09	FY10	FY11	FY12
Community Center					
Additional Exteriors Lighting Rear Lot and Library	12,000				
Council Chambers/Auditorium Renovation	9,000				
Replace Exterior Doors	30,000	30,000			
Community Center Building Signage	35,000				
Community Center Kitchen		25,000			
Boiler replacement (ERR)	60,000				
Solar roof project	13,000				
Chamber and Third Floor Roof (ERR)	70,000				
Police					
Evidence facility - Bay 3 and new door	20,000				
Library					
Carpet replacement (ERR)				26,500	
Air Handler #1 (ERR)					45,153
New Hampshire Rec Center					
Security Cameras and Locks		12,500			
Membership ID System		9,000			
Subtotal - Facilities	382,000	1,276,500	55,809	62,048	45,153

Capital Improvement Program FY08 – FY12

Facilities	FY08	FY09	FY10	FY11	FY12
CIP Total - Items funded by General Fund - Capital Outlay	978,984	1,606,655	331,458	348,808	53,600
CIP Total - Items funded by Equipment Replacement Reserve	332,241	185,430	303,898	259,361	228,933
CIP Total - Items funded by Special Revenue Funds	526,367	150,000			
CIP Total - Items funded Through General Fund Operating Transfer	120,698				
CIP Total Debt Service	170,706	222,484	274,262	326,040	258,890
CIP GRAND TOTAL	2,128,996	2,164,569	909,618	934,209	541,423

Notes:

GF = General Fund

SRF = Special Revenue Fund

ERR = Equipment Replacement Reserve

Debt Service

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

Notes and Bonds

On February 3, 2003, the City and State renegotiated the remaining balance of a Maryland Industrial and Commercial Redevelopment Fund (MICRF) loan. Under the new terms, the loan has a 0.0% interest rate and matures in February 2011. The principal is to be repaid in eight annual installments of \$5,000 and one final payment of \$2,260.

<u>Fiscal Years</u>	<u>Principal</u>
2008	\$ 5,000
2009	5,000
2010	5,000
2011	<u>2,260</u>
Total	<u>\$ 17,260</u>

The City entered into a Memorandum of Understanding Agreement with Montgomery County, Maryland during fiscal year 2000 related to certain infrastructure repair work in the area of Pinecrest. Under this agreement, the County made an interest free loan to the City in the amount of \$455,000 to be used for the infrastructure repair work. As repayment to the County, the County will reduce its annual Municipal Tax Duplication payments to the City for a period of nine years beginning in fiscal year 2000.

The reductions will be made as follows:

<u>Fiscal Years</u>	
2008	\$ 50,000
2009	<u>55,000</u>
Total	<u>\$ 105,000</u>

In 1995, the City borrowed \$315,000 to purchase property located in Takoma Junction. The original loan was refinanced in 1998. In 2005, the maturity date of the loan was extended until September 15, 2007. The extension provided for an annual payment of \$20,167 at an interest rate of 6.00% with a balloon payment due at maturity.

The annual installments for the repayment of the loan as of June 30, 2007 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008	\$ 20,167	\$ 11,592	\$ 31,759
2009	<u>\$ 156,333</u>	<u>\$ 11,065</u>	<u>\$ 167,398</u>
Total	<u>\$ 176,500</u>	<u>\$ 22,657</u>	<u>\$ 199,157</u>

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

The annual installments for the repayment of the bond as of June 30, 2007 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008	\$ 81,900	\$ 73,390	\$ 155,290
2009	85,300	70,524	155,824
2010	87,100	67,368	154,468
2011	92,500	64,014	156,514
2012 – 2016	523,200	260,340	783,540
2017 – 2021	657,300	132,712	790,012
2022	<u>151,300</u>	<u>7,262</u>	<u>158,562</u>
Total	<u>\$ 1,678,600</u>	<u>\$ 675,610</u>	<u>\$ 2,354,210</u>

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

Debt Service

The annual installments for the repayment of the bond as of June 30, 2007 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008	\$ 308,462	\$ 43,783	\$ 352,245
2009	308,462	33,484	341,946
2010	308,462	23,481	331,943
2011	308,462	12,878	321,340
2012	<u>154,229</u>	<u>2,576</u>	<u>156,805</u>
Total	\$ 1,388,077	\$ 116,202	\$ 1,504,279

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 is to be repaid in variable amounts, increasing each year until the bond is paid. Principal payment is based on variable interest rates.

The annual installments for the repayment of the bond as of June 30, 2007 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008	\$ 97,500	\$ 102,100	\$ 199,600
2009	100,500	98,248	198,748
2010	103,500	94,278	197,778
2011	107,000	90,190	197,190
2012 – 2016	594,000	331,269	925,269
2017 – 2021	719,500	245,674	965,174
2022 – 2025	<u>691,500</u>	<u>74,226</u>	<u>765,726</u>
Total	\$ 2,413,500	\$ 1,035,985	\$ 3,449,485

Capital Lease

The City has entered into two capital lease agreements for the purchase of equipment. The equipment underlying these agreements is police equipment with an original cost of \$786,960. The minimum lease payments as of June 30, 2007 are as follows:

<u>Fiscal Year</u>	<u>Police Equipment</u>
2008	181,767
2009	181,767
2010	134,640
2011	<u>118,928</u>
Total payments	617,102
Interest portion	<u>(75,518)</u>
Present value of lease payments	\$ 541,584

During FY08, the City plans to lease additional police cars at an additional estimated cost of \$51,778.

Stormwater Management Fund

Fund Summary

Fund Expenditures	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Stormwater Management	196,187	349,198	346,013	356,084
Fund Total	196,187	349,198	346,013	356,084

Fund Expenditures by Type	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
Wages	50,668	52,116	53,197	55,289
Fringe Benefits	10,427	17,082	16,162	20,795
Overtime	0	0	0	0
Personnel Subtotal	61,095	69,198	69,359	76,084
Supplies	3,524	3,000	1,623	3,000
Services and Charges	41,962	177,000	175,031	177,000
Miscellaneous	0	0	0	0
Capital Outlay	89,606	100,000	100,000	100,000
Fund Total	196,187	349,198	346,013	356,084

Staffing Summary by Position Type (FTEs)	Actual FY06	Adopted FY07	Estimated FY07	Adopted FY08
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.00	0.00	0.00	0.00
Fund Total	0.75	0.75	0.75	0.75

Position Title	Adopted FY07	Adopted FY08
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
Fund Total FTEs	0.75	0.75

Stormwater Management Fund

Fund Overview:

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

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY08, this rate is \$48.

Adopted to Estimated Actual FY07:

- No significant variance from budgeted expenditures.

FY08 Budget Highlights:

- Fund expenditures are \$6,886 higher—an increase of 2.0 percent—compared to budgeted expenditures for FY07.
- The budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 21 percent of fund expenditures are personnel related.
- Services and charges represent about 50 percent of fund expenditures. This category includes the cost of contractual engineering services (\$25,000) to develop a plan for Buffalo and Albany. Other contractual work includes TV inspection services (\$42,000), GIS enhancements (\$5,000), and repairs to existing structures (\$103,000) at Mississippi Avenue, Columbia and Poplar Avenues, and Sligo Creek Parkway and Old Carroll.
- Capital expenditures total \$100,000, or about 28 percent of fund expenditures. Anticipated projects include Spring Park

(\$25,000), Albany and Buffalo (\$30,000), and Cleveland Avenue infiltration trench (\$45,000)

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 as needed. To the extent possible, maximize improvements to water quality as well as manage water quantity.
- Develop programs to meet the NPDES requirements, including water quality testing of 100 percent of outfalls with dry weather flow on an annual basis.

Performance/Workload Measures:

Measurement	Actual FY06	Estimated FY07	Projected FY08
Number of stormwater permits issued	2	0	2
Number of stormwater concept plans reviewed	2	2	2
Number of waivers granted	3	0	1
Linear feet of line inspected and cleaned	8,203	12,831	20,000
Number of inlets cleaned	140	144	175
Number of emergency cleaning calls	2	3	2
Number of repaired inlets	19	5	15
Number of pavement or grade corrections for drainage	8	7	10
Linear feet of pipe replaced	0	50	50
Number of new inlets constructed	2	2	3
Linear feet of new pipe	350	300	350
Linear feet of infiltration trenches constructed	0	0	350

Special Revenue Funds

Project Descriptions

General Government

Cable Equipment Grants **\$100,000**

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

Community Legacy Loan **\$79,000**

Funds were awarded in 2004 by the Maryland Department of Housing and Community Development, Community Legacy Program to facilitate the construction of a new parking structure in the Old Takoma business district. Due to delays in the project, funds were reprogrammed and are to be used to finance a variety of improvements at one or more privately owned parking areas in the Old Takoma. Funds allocated for this project will be repaid to the State from loan repayments made by participating property owners.

Manna Food Center Food Distribution **\$4,500**

Weekly distribution of 150 boxes of food to low and moderate income residents of Franklin Apartments (7620 Maple Avenue) and other Maple Avenue apartment complexes. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs, Program Year 32.

CUC - Victory Tower Health Care Project **\$12,500**

Provision of bi-monthly on-site, one-on-one health assessment services for the residents of Victory Tower (7050 Carroll Avenue) by Columbia Union College nursing students. A secondary component of the project is the recording of family histories of the residents. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs, Program Year 32.

Boys and Girls Club Youth Sports Program **\$8,250**

Support of sports programming for youth. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs, Program Year 32.

ADA Accessibility Plan - Phase I **\$25,000**

Development of ADA Accessibility Policy and Plan. Recommendations of completed study are to be implemented on a citywide basis on City streets with sidewalks on one or both sides of the street, over a two-year period. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs, Program Year 32.

Project for Public Spaces **\$15,000**

Development and implementation of a producer's only farmers market in the Takoma Langley Crossroads area. Funds are to be used to marketing, staffing, micro loans, lease payments, security, maintenance, and other market related activities. Funding provided by the Kellogg Foundation, Project for Public Spaces grant. City serves as fiscal agent for the Takoma Park Farmer's Market, which is implementing the project.

Special Revenue Funds

Project Descriptions

Safe Routes to School

\$41,721

Implementation of a variety of initiatives designed to increase the number of school age children who walk to and from school. Programming includes consultant services, pedestrian counts, and bicycle and pedestrian workshops. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program. A total of \$149,100 was awarded for this initiative. The grant funds, which extend over an 18-month period, will be accounted for in the budgets of fiscal years 2007 through 2009.

Police

CSAFE Operational Expenses

\$93,562

Covers personnel, operating expenses and some programming expenses for targeted law enforcement (equipment and overtime) and community events. Funding provided by the Governor's Office of Crime Control and Prevention.

CSAFE Community Outreach Coordinator

\$5,000

Covers a portion of the salary and other costs for the Outreach Coordinator in the Montgomery County portion of the CSAFE area. Funding provided by the Montgomery County Weed and Seed Program.

CSAFE Community Outreach Coordinator

\$25,000

Covers a portion of the personnel and other expenses for the Community Organizer in the Montgomery County portion of the CSAFE area. Funding provided by the Montgomery County Collaboration Council.

CSAFE Community Outreach Coordinator

\$30,000

Covers a portion of the personnel and other expenses for the Community Organizer in the Montgomery County portion of the CSAFE area. Funding provided by Montgomery County.

CSAFE Community Outreach Coordinator

\$1,331

Residual monies carried over from prior grant made to CSAFE. Covers miscellaneous expenses for the Community Outreach Coordinator in the Prince George's County portion of the CSAFE area. Funding provided by Prince George's County.

COPS Technology Grant

\$98,664

Improved evidence processing supplies, such as drying cabinets, replacement voice recorder for communications, in-car video camera system, and digital photography equipment. Funding provided by the United States Department of Justice.

Byrne Memorial Justice Assistance Grant

\$19,457

Acquisition of drying cabinet equipment for specialized evidence processing and in-car video camera system. Funding provided by the United States Department of Justice, Bureau of Justice Assistance, Edward Byrne Memorial Justice Assistance Grant Program, FFY2005 award.

Byrne Memorial Justice Assistance Grant

\$11,151

Acquisition of drying cabinet equipment for specialized evidence processing and in-car video camera system. Funding provided by the United States Department of Justice, Bureau of Justice Assistance, Edward Byrne Memorial Justice Assistance Grant Program, FFY2006 award.

Homeland Security Grant

\$8,217

Acquisition of items such as utility uniforms, boots, breaching equipment, water carriers, and flashlights in support of the planned institution of a Tactical Response Team. Funding provided by the Department of Homeland Security, Law Enforcement Terrorism Prevention Program (pass-through monies to State and to County).

Special Revenue Funds

Project Descriptions

Public Works

Holton Lane Streetscape Improvements **\$70,000**

Completion of planned streetscape improvements along the commercial section of Holton Lane to create a more pedestrian-oriented atmosphere. Planned activities include installation of new streetlights on decorative poles and planting of boulevard trees and other landscaping. Funding provided by the Montgomery County Montgomery County Department of Housing and Community Affairs' Community Development Block Grant (CDBG) program, Program Year 32.

Maple Avenue Streetscape Improvements **\$50,000**

Planning and engineering of a series of streetscape improvements designed to increase pedestrian safety and improve the appearance of the residential neighborhood along Maple Avenue (Philadelphia Avenue to Sligo Creek Parkway). Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs, Program Year 32.

Safe Routes to School **\$67,000**

Design and construction of sidewalk and related pedestrian safety improvements along Grant Avenue, between Holly and the Community Center and at the Maple Avenue and Sligo Creek Parkway intersection. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program. A total of \$149,100 was awarded for this initiative. The grant funds, which extend over an 18-month period, will be accounted for in the budgets of fiscal years 2007 through 2009.

Carroll Avenue Streetscape Project **\$302,242**

Completion of streetscape improvements along Carroll Avenue. Partial funding (\$221,000) provided by the Maryland Department of Housing and Community Development, Community Legacy Program.

Recreation

Jackson Boyd Park **\$77,823**

Renovation of playground, including removal and replacement of non-ADA compliant equipment. Partial funding (\$58,367) provided by State of Maryland, Department of Natural Resources, Program Open Space Program.

Jeque Park **\$80,000**

Restoration of the field area and the installation of a sprinkler system for the ballfield. Partial funding (\$60,000) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program.

Metropolitan Branch Trail **24,356**

Completion of the second phase of the Metropolitan Branch Trail. Funding provided by the State of Maryland, State Highway Administration, National Recreational Trails Program.

Cum legend

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 18,497 (U.S. Census 2006 estimate).

City residents benefit from the excellent Montgomery County public school system. The Takoma Park-Silver Spring campus of Montgomery College and the four-year Columbia Union College 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 2000 census, the City had 2,797 single-family owner-occupied homes. Housing values have risen sharply in recent years. According to the 2000 census, the median value of a single-family home was \$189,200. The median sales price of single-family homes in the Takoma Park area was \$450,000 in 2006, according to the Maryland-National Capital Park and Planning Commission. Multi-family residential structures house 55 percent of Takoma Park's households.

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

The following statistics provide comparative information about the City of Takoma Park based on 1990 and 2000 Census data.

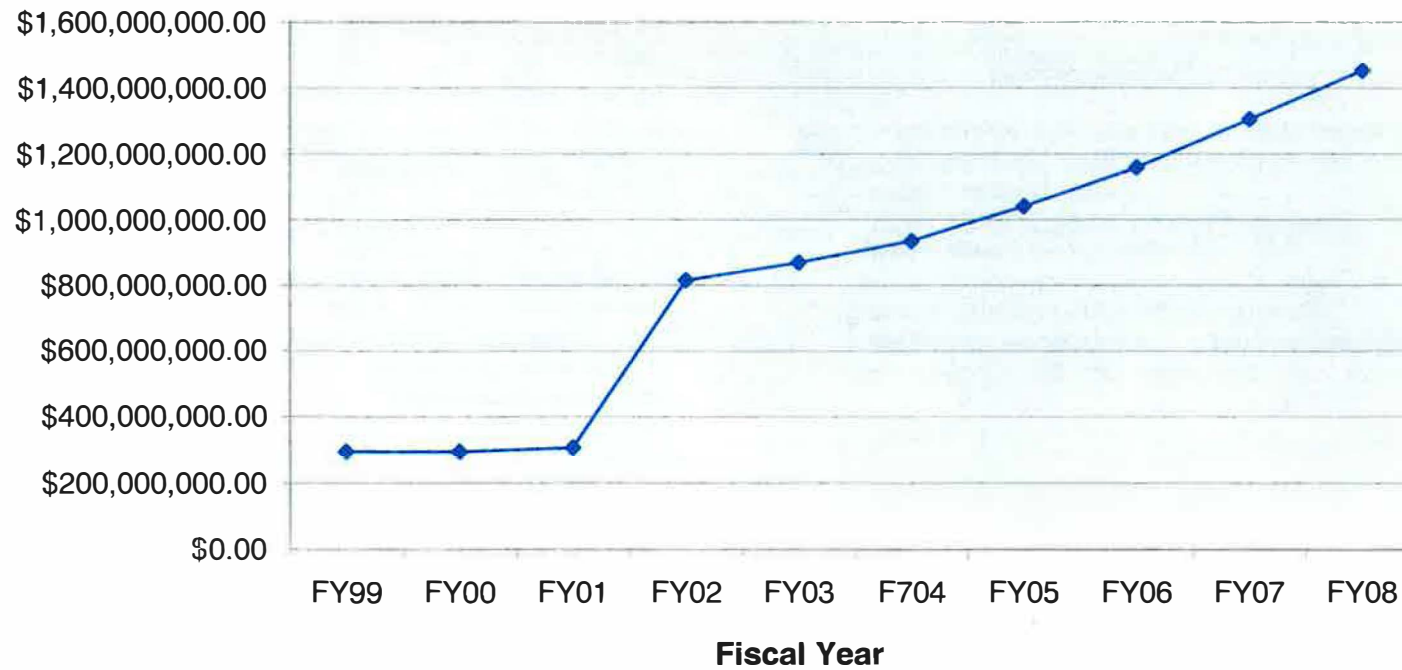
	1990 Census	2000 Census
Total population	16,700	17,299
Population under 5 years	1,320	1,237
Population 18 years and over	13,179	13,224
Population 65 years and over	1,773	1,529
Total households	6,822	6,893
Per capita income	17,942	26,437
Median household income	37,144	48,490
High school graduate or higher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

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

Managerial and professional	54.1 percent
Sales and office occupations	18.6 percent
Service occupations	13.5 percent
Construction, extraction, maintenance	8.0 percent
Production, transportation, material moving	5.8 percent

Source: 2000 Census

City of Takoma Park Assessed Value of Real Property



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

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 FY08 rate of \$0.61 per \$100 of assessed valuation is \$0.02 less than the FY07 rate. It is 8.3 percent higher than the CYT rate of \$0.563 and will generate approximately \$683,000 in additional property tax revenues.

Personal Property Tax

The City of Takoma Park's personal property tax rate for FY08 is \$1.525 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses.

Railroad and Public Utilities

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

Highway User Revenue

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

Income Tax

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

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

Police Protection Grant

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

County Police Rebate

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

Tax Duplication (or in Lieu of) Payments

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County. Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards. Because of concerns expressed by municipalities about the fairness of the current methodology, the County Executive appointed a task force to review the current process. The task force is comprised of representatives of both the County and the municipalities. Pending completion of the task force's work, FY08 tax duplication payments were based on the FY07 amounts.

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.