



**City of Takoma Park, Maryland  
Fiscal Year 2009 Budget**



Cover Photo by Julius Kassovic  
From his May, 2008 exhibit in the Takoma Park Community Center  
"Reflected Glories - Trees in Sligo Creek".  
Photo: 20071201-43, © Julius Kassovic. [www.PhotoJulius.zenfolio.com](http://www.PhotoJulius.zenfolio.com)

# The City of Takoma Park FY09 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:

## **Takoma Park City Council**

Bruce R. Williams, Mayor  
Josh Wright, Councilmember Ward One  
Colleen Clay, Councilmember Ward Two  
Dan Robinson, Councilmember Ward Three  
Terry J. Seamens, Councilmember Ward Four  
Reuben Snipper, Councilmember Ward Five  
Doug Barry, Councilmember Ward Six

## **City Manager**

Barbara B. Matthews

## **Deputy City Manager**

Suzanne Ludlow

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# A Message from the City Council



*From left:* Ward 1 Councilmember Josh L. Wright, Ward 2 Councilmember Colleen Clay, Ward 3 Councilmember Dan Robinson, Mayor Bruce R. Williams, Ward 4 Councilmember Terry Seamens, Ward 5 Councilmember Reuben Snipper, and Ward 6 Councilmember Doug Barry

# The City of Takoma Park

## Office of the City Council

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7500 Maple Avenue  
Takoma Park, MD 20912

Dear Fellow Takoma Park Residents:

We are pleased to share with you the City of Takoma Park's adopted budget for the fiscal year beginning July 1, 2008 and ending June 30, 2009 ("FY 2009"). In accordance with the City Charter, the City Manager submitted a proposed budget to the City Council on April 11, 2008. We held a public hearing in early May to receive your comments on the budget, followed by numerous work sessions throughout the month. We formally approved the FY 2009 budget on June 9, 2008, after hearing from many of you.

The economy in the Washington DC area, along with the entire United States, is in a period of great uncertainty. Rising fuel prices makes everything more costly, and the end is not in sight. As a result, we focused on continuation and maintenance of core services for FY 2009 rather than expansion.

Recognizing that many Takoma Park residents are dealing with escalating gasoline and food prices in addition to rising property values, the Council made a concerted effort to reduce the City's property tax rate. We lowered the real property tax rate from last year by \$0.005 per \$100 of assessed value. To assist low- and moderate-income homeowners, we continued the City supplement to the State Homeowner's Tax Credit Program with a \$160,000 allocation.

To help bolster the economic health of the City, we are continuing our economic development efforts in all commercial areas of the City, with a special emphasis on the New Hampshire Avenue Corridor.

The Takoma Park Resident Survey conducted last year gave us guidance about the issues which are important to you. Some service needs will be addressed through a reallocation of staff resources, or through a new emphasis in City services, with little or no funding implications. For example, your desire for more police visibility is being achieved by a new deployment of police personnel, which includes the creation of a traffic team and a bike patrol team on each shift. Other minor increases in funding will yield enhancements in service, such as increasing the Newsletter publication schedule to 12 months; many of you told us that you rely on the Newsletter for information about City business.

You also let us know that you wanted the City to be more "green." We are expanding the bulk tree purchase program to encourage residents to plant more trees on private property. A "green roof" will be created at the Community Center over the police parking area. The City plans to purchase additional wind power to heat and cool City buildings and will strive to increase its purchase of environmentally conscious goods. The single fleet vehicle scheduled for replacement in FY 2009 will run on alternative fuel. We will also be reviewing the City's stormwater management and tree ordinances, with an eye toward strengthening these policies.



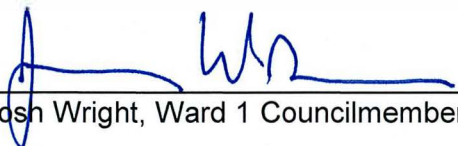
In the Resident Survey, you also expressed concerns about traffic speeds in the City. The FY 2009 budget includes funding for two fixed speed cameras, which will provide the Police Department with an additional tool available in speed enforcement.

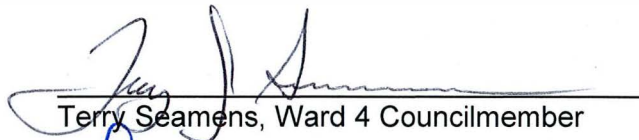
During FY 2009, the City will be undertaking two major facility projects. A new Public Works facility will be constructed on the existing site. The current facility is too small, is poorly insulated, has site drainage problems, and has inadequate storage. The new building will allow Public Works to become more operationally efficient and functional. The City will not have a solid estimate of construction costs until the design process is completed. For budgetary purposes, a projection of \$2.0 million was assumed, to be financed through the issuance of general obligation funds.

The other major facility project is the renovation of the Council Chambers/Auditorium for use as a venue for the performing arts, in addition to its current use for official City proceedings. The estimated cost of the work is approximately \$1.2 million and will be financed through a combination of federal and state funds and an anticipated contribution from Washington Adventist Hospital.

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

Sincerely,

  
Josh Wright, Ward 1 Councilmember


  
Terry Seamens, Ward 4 Councilmember

  
Colleen Clay, Ward 2 Councilmember

  
Reuben Snipper, Ward 5 Councilmember

  
Dan Robinson, Ward 3 Councilmember

  
Doug Barry, Ward 6 Councilmember

  
Bruce R. Williams, Mayor

# City of Takoma Park

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7500 Maple Avenue  
Takoma Park, MD 20912

**Barbara B. Matthews, City Manager**

April 11, 2008

Honorable City Councilmembers:

I am pleased to present for your review and consideration the City of Takoma Park's proposed budget for Fiscal Year (FY) 2009. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important action that the City Council takes each year.

The FY 2009 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Community Center Fund.

The General Fund accounts for the day-to-day operational activities of the City, such as police protection, snow removal, and general administration. The City is responsible for providing stormwater management services within its corporate boundaries; revenue and expenditure activities related to this function are tracked through the Stormwater Management Fund. The Special Revenue Funds are utilized to account for projects financed with federal, state, and county grants. The Community Center Fund was established in FY03 to account for revenue and expenditure activity attributable to initial construction of the facility and subsequent phases.

The proposed budget is predicated on the following principles, which are essential in ensuring the City's financial sustainability:

- 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,
- Maintenance of Takoma Park's infrastructure and the City's vehicle and equipment fleet, both now and in the future; and,
- Use of reserve funds to fund only non-recurring initiatives or capital projects

The FY 2009 budget provides for a continuation of the high level of service historically provided by the City. Fiscal limitations, described in more detail later in this budget transmittal message, do not allow for a significant expansion of service in any operational area.

## **Major Budgetary and Financial Issues**

### Economic Climate

The FY 2009 budget was developed at a time of great economic uncertainty across the country and in the Wash-



ington, D.C. region. While the City of Takoma Park has not been significantly impacted like the State of Maryland, Montgomery County, and many of our neighboring jurisdictions by the downturn in the economy, we are not immune.

Rising energy and oil prices over the past year are increasing costs for heating and cooling City facilities and fueling City vehicles. The Federal Reserve's interest rate cuts will impact the City's investment revenues. The financial difficulties of the State and County may affect the grant funds that the City has historically relied on to fund such projects as streetscapes and park renovations.

### Property Assessments and Taxes

Many jurisdictions in the metropolitan area have been hard hit by the slowing housing market, falling housing prices, and record foreclosures. In contrast, property values in Takoma Park continue to be strong. According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) is estimated to increase by approximately \$164.8 million or 11.1 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.

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

As a local government in Maryland, Takoma Park has few options to generate revenues. Like other municipalities in the State, the City relies heavily on property taxes to fund its operations. The proposed budget for FY 2009 is predicated on the continuation of the \$0.61 rate. In FY 2009, tax receipts from real property are projected to account for about 51 percent of total General Fund revenues.

The recommended budget for FY 2009 provides \$160,000 for the City's local supplement to the State Homeowner Property Tax Credit Program. This program allows credits against the homeowner's property tax bill if the property taxes exceed a fixed percentage of the person's gross income. In other words, it sets a limit on the amount of property taxes any homeowner must pay based upon his/her income. The City supplement was initially set at 15% of the eligible homeowner's State property tax credit amount. It was raised to 30% in September 2004 and to 50% in September 2005 in order to provide greater tax relief to low- and moderate-income and other homeowners who qualify for the State credit. In FY 2008, 165 households benefited from this tax relief.

### Tax Duplication

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 County Executive Isiah Leggett to review the current methodology used to calculate municipal tax duplication payments. The work of the County/Municipal Revenue Sharing Task Force got underway in May 2007 and is expected to conclude later this spring.

For FY 2009, the County Executive agreed to hold all municipal tax duplication payments at the same level. The City will receive approximately \$3.0 million in tax duplication payments, which equates to approximately 15% of General Fund revenues.

### Staffing and Personnel Costs

As a service industry, the majority of the City's operational costs are personnel-related. Staffing costs carry forward into future years; as wage rates and benefit costs increase, the impact on the City's operating budget is compounded over time.

While nearly every City department could benefit from additional staffing, the proposed budget for FY 2009 does not include any new positions. With the exception of property tax revenue growth, General Fund revenues are essentially flat. Given the uncertain economic outlook and the concern of City residents about tax burdens, I did not feel it was prudent to add City staff at this time.

In October 2007, the City Council adopted Resolution 2007-52, setting forth a policy regarding part-time staffing and contractual labor usage. As required by this resolution, I have evaluated the manner in which City services are provided. Given the operational requirements of the City, I do not believe that the City's utilization of non-benefited employees and contractual labor could be significantly reduced or eliminated in FY 2009.

The City's compensation plan, approved by the Council and implemented in FY 2000, provides for a market adjustment to be implemented on July 1<sup>st</sup> 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 2007 index reflects an increase of 3.5%

As of the date of this transmittal message, a review of the City's compensation and position classification is underway. Once these studies have been finalized, they will be reviewed with the City Council. A determination can be made at that time how to address any suggested adjustments in employee compensation. The proposed budget for FY 2009 contemplates the allocation of monies from the unappropriated reserve to fund any increases resulting from the compensation and position classification studies.

The proposed budget assumes a 14% increase in the cost of employee health insurance. While it is not yet finalized, staff anticipates a small increase in the base contribution rate for the State Retirement Plan. The Plan covers civilian employees working 20 hours or more per week.

### Police Employees' Retirement Plan

The City of Takoma Park Police Employees' Retirement Plan covers sworn police officers who are employed on a regular full-time basis. Plan provisions include retirement, disability, and death benefits to plan members and their beneficiaries. Cost of living adjustments are provided annually as prescribed by the City Code.

Contributions to the Plan made by the City are based on an actuarially determined rate. Police officers contribute seven percent of salaries to the Plan. Administrative costs are financed through investment earnings.

Since its inception in 2001, the Plan has experienced a higher than expected rate of disability awards. The impact of these awards has been a steadily increasing City contribution rate. The annual pension cost for FY 2006, FY 2007, and FY 2008 was \$349,319, \$542,411, and \$620,454, respectively. The increase during this time period is not wholly attributable to the higher contribution rate; the level of police staffing also impacts the City's costs.

During the past year, the Retirement Plan Committee has had extensive discussion of the rate of disability and the resulting financial implications for the Plan and the City. On March 6, 2008, the Committee recommended that the City Council adopt changes to the Plan's normal retirement benefit and line-of-duty disability benefit. The proposed Plan amendment will be submitted to the City Council for its consideration after the required discussion and negotiation with Local 400 of the United Food and Commercial Workers International Union, the bargaining unit that represents some sworn police officers.

The required FY 2009 contribution rate for the City was set at 29.13% by the July 1, 2007 actuarial valuation. If the Plan amendment referenced above is not implemented, the Plan's actuary has predicted that the City's contribution rate will increase more than 25% between FY 2009 and FY 2010. The FY 2010 rate will likely also be higher due to investment performance since July 1, 2007.

The Plan's actuary encouraged me to incorporate a contribution rate higher than the required 29.13% in the FY 2009 budget. The proposed budget reflects a City contribution rate of 31%. On an annual basis, the actuary suggests that the City try and contribute more than the required minimum contribution to help reduce the unfunded liability more quickly.

### City Facilities

The proposed FY 2009 budget contemplates two significant projects involving City facilities. They are the design and renovation of the Public Works facility and the upgrade of the Council Chambers/Auditorium.

The Public Works facility project is accounted for in the Capital Outlay section of the General fund. The proposed budget includes funding in the amount of \$140,000 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.

Pending completion of the design process, the City does not have a solid estimate of construction costs. For budgetary purposes, a projection of \$2.0 million has been assumed, to be financed through the issuance of general obligation funds. It is anticipated that the timing and structure of the issuance would be such that the first debt service payment would be made in FY 2010. The annual debt service payment would depend on interest rates in effect at the time of the issuance and the term of the bond issue. To minimize interest costs, staff's preliminary recommendation is a ten-year issue, which would have an associated annual debt service cost in the range of \$260,000 based on a \$2 million bond amount.

During FY 2008, the City undertook a feasibility study to explore the possible renovation of the Council Chambers/Auditorium for use as both a venue for the performing arts and a meeting space for official City proceedings. A variety of design options were developed through this process and presented to the Council in September 2007 and January 2008. The estimated cost of the work is approximately \$1.2 million and will be financed through a combination of federal and state funds and an anticipated contribution from Washington Adventist Hospital. Project costs are reflected in the Community Center Fund.

Longer-term, the City will need to review the status of the Takoma Park Library. Built in 1955, an addition was added in the late 1960s. Two separate renovations were undertaken in the 1990s. The idea of another addition and possibly a new Library facility were discussed early on in the process of planning the Community Center but did not move forward due to fiscal constraints and other concerns.

### Bridges

Within the City of Takoma Park there are two road bridges over Sligo Creek. One bridge is on Maple Avenue, and the other is on Flower Avenue.



Montgomery County inspects each bridge in the County on a biannual basis. As the ranking of bridges falls, the bridges that Montgomery County is responsible for are placed on the Capital Improvement Program (CIP), anticipating the need for repair or replacement. A bridge must have a Bridge Sufficiency Rating (BSR) equal to or less than 80 to be eligible for federal funds for major rehabilitation and equal to or less than 50 to be eligible for federal funds for total replacement. It has been determined through the County bridge inspection process that both of the bridges in Takoma Park have low BSRs and should be repaired or replaced in the near future.

Under the current arrangement between the County and municipalities, Takoma Park is responsible for the two bridges within its boundaries. The current tax duplication formula for road maintenance provides minimal funding (several thousand dollars in the most recent calculation) to address routine maintenance such as painting.

As a member of the Revenue Sharing Task Force, I have shared my perspective that the County should oversee the repair and replacement of municipal bridges and fund the required 20% match for federally-funded projects. In addition to the expertise that is required for these types of projects, it would be difficult to address replacement or major rehabilitation of bridges in the tax duplication formula given the significant variances in bridges throughout the County.

Since the Revenue Sharing Task Force has not yet completed its work and the outcome of this issue is unknown, Mayor Williams has formally requested that the reconstruction of the two bridges in Takoma Park be placed on Montgomery County's CIP now. Staff has had subsequent discussions with Councilmember Valerie Ervin and the staff of the Department of Public Works and Transportation.

#### Equipment Replacement Reserve

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

During FY 2008, staff completed a thorough analysis of all of the City's fixed assets over \$5,000. This process entailed discussions with each City department and resulted in a significant expansion of the vehicles and list to be replaced by the City as part of the Equipment Replacement Reserve program.

This analysis indicates that the City should ideally be contributing over \$1 million to the Equipment Replacement Reserve on an annual basis. The high contribution amount is partially attributable to inadequate funding of the Equipment Replacement Reserve in prior years. In preparing this budget, I reviewed the contributions made in the past 15 years. There were four years in which no contribution was made, with nominal amounts added in other years.

A concerted effort has been made in recent years to both identify those items to be funded out of the Equipment Replacement Reserve and to contribute to it. The proposed budget for FY 2009 recommends a contribution of \$500,000. While this amount is below the ideal funding level, I believe it represents a step in the right direction while taking into account other City needs and fiscal constraints.

#### Council Priorities

In November 2007, a general election was held to elect the Takoma Park City Council. Since that time, three worksessions have been held to discuss policy priorities for the current two-year Council term. As of the date of this transmittal message, the City Council has not finalized this process.

Summarized below are the three main themes that have been discussed:

- Sustainability
- Livable Community
- Engaged, Responsive, and Service-Oriented Organization

In large part, these themes were derived from the feedback received from the 2007 resident survey.

Many of the issues/concerns arising out of the survey feedback will be addressed through a new deployment of staffing resources or a new emphasis in City operations. For example, City residents clearly expressed a desire for more police visibility. In late January, I announced a new deployment of patrol personnel, which includes the creation of a traffic team and a bike patrol team on each shift. Other actions that will be taken include a review of the existing stormwater management ordinance for possible amendment and strengthening, a review of the City's Tree Ordinance for possible enhancement of planting requirements, and a greater emphasis on the City's purchase of environmentally conscious goods.

The resident survey also highlighted opportunities where the City could build upon existing services at a nominal cost. The resident survey results indicated that 85% of respondents relied on the newsletter for information about City of Takoma Park activities and programs. Increased funding in the amount of \$15,000 is included in the Communications budget to provide for a twelfth edition of the City Newsletter and additional pages for special topics or expanded coverage as warranted.

Environmental protection will be promoted through the expansion of the bulk tree purchase program, initiated in FY 2008 to encourage planting on private property. Additionally, a "green roof" will be created on the concrete deck over the police parking area.

During the discussions of policy priorities for the current two-year Council terms, there appeared to be significant interest in developing a strategic plan for the City that would provide a road map for the future. The proposed budget for FY 2009 includes funding (\$60,000) to retain a consultant to facilitate a community-wide strategic planning process. As Chris Gates, President of the National Civic League, says, "The only way to affect real change is to include everybody."

### **Budget Overview**

As noted earlier in this transmittal message, the proposed budget for FY 2009 accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Community Center Fund.

Combined expenditures for all funds for FY 2009 equal \$25,642,553. Combined revenues for all funds total \$22,091,728. The variance between expenditures and revenues is made up by the use of fund balance (including monies set aside in the Equipment Replacement Reserve and cable equipment capital grant funds) and the receipt of \$2 million in bond proceeds for the Public Works facility renovation.

The following table summarizes proposed expenditures for FY 2009 by fund. Budgeted and estimated expenditures for FY 2008 are provided for comparative purposes.

<b>Fund</b>	<b>Budgeted FY 2008</b>	<b>Estimated FY 2008</b>	<b>Proposed FY 2009</b>
General	\$19,941,108	\$18,863,048	\$23,104,296
Stormwater Management	356,084	358,869	358,651
Special Revenue	1,372,770	995,747	979,606
Community Center	46,161	46,161	1,200,000
<b>Total Expenditures</b>	<b>\$21,716,123</b>	<b>\$20,263,825</b>	<b>\$25,642,553</b>

The variance between FY 2008 and FY 2009 expenditures is primarily attributable to increased personnel costs, the design and renovation of the Public Works facility, and the renovation of the Council Chambers/Auditorium for use as both a venue for the performing arts and a meeting space for official City proceedings. Further detail on each fund is provided below.

## General Fund

The majority of City spending is accounted for in the General Fund. Departmental activities reflected in General Fund expenditures include the following:

- 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 majority of the City’s capital expenditures are recorded in the General Fund. These expenditures include the purchase of vehicles and equipment and the cost of infrastructure projects, such as street improvements. Grant-funded and Community Center related projects are accounted for in the Special Revenue Funds and Community Center Fund, respectively.

### General Fund Revenues

The following table summarizes projected General Fund revenues for FY 2009 by source. Budgeted and estimated revenues for FY 2008 are provided for comparative purposes.

<b>Revenue Source</b>	<b>Budgeted FY08</b>	<b>Estimated FY08</b>	<b>Proposed FY09</b>
Taxes and utility fees	\$12,096,745	\$12,115,947	\$13,264,407
Licenses and permits	57,654	37,900	58,954
Fines and forfeitures	176,000	198,000	231,500
Use of money and property	200,000	400,000	330,000
Charges for service	835,200	746,475	841,000
Intergovernmental	4,586,765	4,685,984	4,680,404
Miscellaneous	147,050	170,081	112,680
<b>Total Revenues</b>	<b>\$18,099,414</b>	<b>\$18,354,387</b>	<b>\$19,518,945</b>

As mentioned earlier in this transmittal message, Takoma Park relies heavily on property taxes to fund its operations. Tax receipts from real property make up approximately 51% of projected FY 2009 General Fund revenues.

Income taxes are another major source of operating revenues for the City. In accordance with Maryland law, municipalities within Montgomery County receive 17 percent of County income tax collected within the municipality. For the past few years, the City has experienced steady growth in revenues from this source. During last fall’s special session, the General Assembly approved an increase in the income tax personal exemption, decreasing taxable income on which local income taxes are based. As a result, the FY 2009 budget reflects minimal growth in income taxes. This source will provide about \$2.1 million, which equates to 10.6% of total General Fund revenues.



## General Fund Expenditures

The proposed budget includes General Fund expenditures in the approximate amount of \$23.1 million. The following table summarizes proposed expenditures for FY 2009 by department or budget unit. Budgeted and estimated expenditures for FY 2008 are provided for comparative purposes.

<b>Department/ Budget Unit</b>	<b>Budgeted FY 2008</b>	<b>Estimated FY 2008</b>	<b>Proposed FY 2009</b>
General Government	\$ 2,363,562	\$ 2,222,621	\$ 2,486,559
Police	5,414,404	5,278,107	5,772,026
Public Works	3,738,720	3,710,720	3,974,775
Recreation	1,276,457	1,081,431	1,347,631
Housing & Community Development	1,518,834	1,477,006	1,644,639
Communications	381,950	363,432	429,820
Library	926,328	911,251	971,478
Non-departmental	1,552,962	1,290,737	1,820,262
Capital outlay	1,589,404	1,351,712	3,601,690
Debt service	1,178,487	1,176,031	1,055,416
<b>Total Expenditures</b>	<b>\$19,941,108</b>	<b>\$18,863,048</b>	<b>\$23,104,296</b>

Proposed fund expenditures are up by approximately \$3.16 million compared to budgeted expenditures for FY 2008. A significant portion of this amount (\$2.14 million) is the result of the planned design and renovation of the Public Works facility. Approximately \$700,000 of the increase in General Fund expenditures is attributable to personnel-related costs.

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

- The City Council has agreed that the redevelopment of the New Hampshire Avenue corridor is a high priority. The Housing and Community Development Department budget includes \$25,000 for support of the Crossroads Farmer's Market. Additional funding in the amount of \$14,700 is included for marketing, economic analysis, and other efforts related to the New Hampshire Avenue corridor initiative.
- Washington Adventist Hospital announced plans to leave its Takoma Park location in September 2005. The City Council recently established a resident advisory committee to advise it on the future use of the property. The Washington Adventist Hospital site is arguably one of the most significant land use issues in the City's history and, as such, requires extensive community input. The Housing and Community Development Department budget includes \$100,000 for a design charrette.
- The City Council has held several discussions regarding the installation of speed cameras and has given preliminary approval for the installation of two fixed cameras in Takoma Park. Use of such cameras is intended to reduce speeding on residential streets and streets near schools in an effort to prevent injuries and fatalities among pedestrians and motorists. The cameras are an additional tool available to police in speed enforcement. The Police Department budget includes \$55,000 to retain a contractor for program staffing; use of a contractor is recommended in the first year of the program to define ongoing staffing needs. A corresponding revenue is included in the General Fund; by law, revenues from speed camera fines must be used for public safety programs and improving pedestrian safety.
- In FY 2008, the City sold property that it owned on Piney Branch Road and pledged the proceeds of approximately \$100,000 towards the preservation and creation of affordable housing—an issue about which City residents expressed significant concern in the 2007 resident survey. This amount is included in the Housing and Community Development budget to advance this goal.
- Funding in the amount of \$25,000 is included in Capital Outlay for E-Gov software enhancements that will allow customers to pay bills on-line and do other business electronically.

### 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 FY 2009 with a fund balance of \$6.13 million. Approximately 26 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, the Emergency Reserve, and monies received from WSSC for future street work.

The proposed budget for FY 2009 contemplates the expenditure of approximately \$1.35 million in fund balance monies. About 45% of this amount (\$615,135) represents the anticipated expenditure of Equipment Replacement Reserve funds. An operating transfer in the amount of \$20,500 will be made from the General Fund to the Special Revenue Funds; the vast majority of this amount represents the required City match for a grant-funded project. The balance of fund balance monies will be used for non-recurring expenditures, such as the Washington Adventist Hospital site charrette and the community-wide strategic planning process, and capital items.

As of June 30, 2009, the General Fund is projected to have a fund balance of \$4.78 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 34 percent of the year-end total General Fund fund balance.

In accordance with the Charter of the City of Takoma Park, the FY 2009 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, 2009, 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 \$488,000. As noted earlier in this transmittal message, the proposed budget for FY 2009 contemplates the allocation of monies from the unappropriated reserve to fund any increases resulting from the compensation and position classification studies.

### **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. Revenue and expenditure activities related to these functions are accounted for in the Stormwater Management Fund.

Almost all fund revenues are derived from stormwater management fees paid by property owners in the City. Other Stormwater Management Fund 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 FY 2009 assumes no change in the base rate of \$48, which was implemented in FY 2007.

The budget reflects total Stormwater Management Fund expenditures of \$358,651. Of this amount, \$100,000 is allocated for capital projects. Fund expenditures also include 50 percent of the personnel cost of the City Engineer, who directs the City's stormwater management activities, and 25 percent of the cost of an administrative employee.

## **Special Revenue Funds**

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

In FY 2009, funding will come from a variety of entities, including the Governor's Office of Crime Control and Prevention, the Community Development Block Grant Program, and the State Highway Administration. An operating transfer in the amount of \$20,500 will be made from the General Fund to the Special Revenue Funds for the required 25% matching contribution for Program Open Space grants and fund bank charges.

The proposed budget for FY 2009 reflects total Special Revenue Funds expenditures of \$979,606. 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 Cross-roads
- Educational and infrastructure initiatives to enhance the safety of children coming to and from school
- Various efforts to enhance the appearance and functionality of the New Hampshire Avenue corridor

Fund revenues will exceed expenditures by approximately \$28,000. The difference between revenues and expenditures is due to the receipt of more cable grant monies than will be expended in FY 2009.

## **Community Center Fund**

The Community Center Fund was established in FY 2003 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.

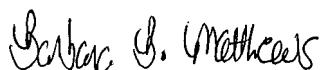
Fund expenditures for FY 2009 equal \$1.2 million. This figure represents the anticipated cost of renovating the Council Chambers/Auditorium for use as both a venue for the performing arts and a meeting space for official City proceedings. The project will be financed through a combination of federal and state funds and an anticipated contribution in the amount of \$150,000 from Washington Adventist Hospital.

## **Acknowledgements**

The preparation of the proposed budget is a significant undertaking by the Management Team and other staff members. It is truly a team effort, and I wish to take this opportunity to express my appreciation to all of them. I would like to particularly acknowledge the contribution of Director of Finance Yovonda Brooks and Executive Assistant Peggie Washington.

The staff and I look forward to working with the City Council to finalize a budget for FY 2009 that addresses the needs of the Takoma Park community.

Sincerely,



Barbara B. Matthews  
City Manager



# Changes from the Proposed to the Adopted FY09 Budget General Fund

<b>Proposed Revenue Total</b>	<b>19,518,945</b>
Reduction: Real property tax proceeds due to lower tax rate	(82,482)
Reduction: Personal property tax proceeds due to lower tax rate	(1,130)
Reduction: RR and public utilities tax proceeds due to lower tax rate	(505)
Addition: City-sponsored Winter Basketball League Program Fees	6,000
<b>Adopted Revenue Total</b>	<b>19,440,828</b>

<b>Proposed Expenditure Total</b>	<b>23,104,296</b>
<b>General Government</b>	
Reduction: Employee Health Insurance Cost	(6,646)
Reduction: Community-wide Strategic Plan	(25,000)
Addition: Carryover of FY08 funds for Historic Takoma, Inc. archive project	5,000
Addition: Carryover of FY08 funds for classification study	3,000
<b>Police</b>	
Reduction: Employee Health Insurance Cost	(21,106)
<b>Public Works</b>	
Reduction: Employee Health Insurance Cost	(10,011)
Addition: Grant Avenue Landscaping/Screening Project	2,000
Addition: Increase Wind Power Purchase to 25%	7,500
<b>Recreation</b>	
Reduction: Employee Health Insurance Cost	(5,563)
<b>Housing and Community Development</b>	
Reduction: Employee Health Insurance Cost	(6,954)
Deletion: WAH Design Charrette	(100,000)
Addition: OTBA/Main Street	5,000
Addition: Carryover of FY08 funds for New Hampshire Avenue improvements	5,000
Addition: Carryover of FY08 funds for New Hampshire Avenue website	10,000
<b>Communications</b>	
Reduction: Employee Health Insurance Cost	(773)
<b>Library</b>	
Reduction: Employee Health Insurance Cost	(3,010)
<b>Non-Departmental</b>	
Addition: Capital Grant/Match for MCAHC Space Improvement Grant	30,000
Addition: Emergency Assistance Funding for Adventist Community Services	4,000
Addition: Community Indicators Project	25,000
Addition: Mosaic Public Art Project Grant	20,000
Addition: Repair of Day Laborer Rental Trailer	10,000
Reduction: Employee Recognition Awards	(30,000)
Increase: General Contingency Fund due to change in General Fund revenues	30
Increase: Unappropriated Reserve due to change in General Fund revenues	120
<b>Capital Outlay</b>	
Deletion: Public Art Installation	(10,000)
Deletion: Skid Steer Loader	(32,308)
Addition: Carryover of FY08 funds for BY Morrison column repair	11,000
Addition: Carryover of FY08 funds for community gardens project	12,000
Addition: Carryover of FY08 funds for neighborhood commercial center improvements	46,450
Addition: Carryover of FY08 funds for Park Avenue parking area	10,000
Addition: Carryover of FY08 funds for public art (Triumphal Arch)	10,000
Addition: Carryover of FY08 funds for Intranet project	8,000
Addition: Carryover of FY08 funds for Takoma Junction decorative lights	95,000
Addition: Carryover of FY08 funds for Public Works front gate	13,000
Addition: Carryover of FY08 funds for Public Works security measures	45,000
Addition: Carryover of FY08 funds for recreation programming software	22,000
Addition: Carryover of FY08 funds for Community Center interior building signage	16,000
Addition: Carryover of FY08 funds for Public Works plotter	6,500
Addition: Carryover of FY08 funds for police plotter	14,500
Addition: Carryover of FY08 funds for police evidence facility	9,694
Addition: Carryover of FY08 funds for police portable radios	8,439
<b>Adopted Expenditure Total</b>	<b>23,307,158</b>



# Changes from the Proposed to the Adopted FY 2009 Budget Special Revenue Funds

<b>Proposed Revenue/Other Financing Sources Total</b>	<b>1,007,783</b>
Addition: CDBG funds for Ministries United Silver Spring Takoma not received in FY 2008	3,000
Addition: CDBG funds for Manna Food Center Food Distribution not received in FY 2008	4,500
Addition: CDBG funds for CUC-Victory Tower Health Care Project not received in FY 2008	3,000
Addition: Community Legacy 2007 project funds not received in FY 2008	3,136
Addition: CDBG funds for Boys and Girls Club Youth Sports Program not received in FY 2008	2,000
Addition: SHA National Recreation Trails program funds not received in FY 2008	19,286
Addition: CDBG funds for Maple Avenue streetscape improvements not received in FY 2008	15,000
Addition: Carryover of General Fund contribution for Carroll Avenue streetscape project	52,565
Addition: Carroll Avenue streetscape project funds not received in FY 2008	220,230
Addition: CDBG funds for Holton Lane streetscape improvements not received in FY 2008	70,000
Addition: CDBG funds for ADA accessibility plan not received in FY 2008	20,000
Addition: Safe Routes to School funds not received in FY 2008	5,000
Addition: Byrne Memorial Justice Assistance Grant 2007 funds not received in FY 2008	326
Addition: Byrne Memorial Justice Assistance Grant 2005 funds not received in FY 2008	4,987
Addition: COPS Technology Grant funds not received in FY 2008	2,828
Addition: Jackson Boyd park funds not received in FY 2008	94,561
Addition: City match for Jackson Boyd POS monies	31,521
Addition: Flood Mitigation MEMA Grant funds not received in FY 2008	25,300
<b>Adopted Revenue/Other Financing Sources Total</b>	<b>1,585,023</b>

<b>Proposed Expenditure Total</b>	<b>979,606</b>
<b>Addition: Cable equipment grant monies not expended in FY08</b>	<b>50,000</b>
Addition: CDBG funds for Ministries United Silver Spring Takoma not expended in FY08	3,000
Addition: CDBG funds for Manna Food Center Food Distribution not expended in FY08	4,500
Addition: CDBG funds for CUC-Victory Tower Health Care Project not expended in FY08	3,000
Addition: Community Legacy 2007 project funds not expended in FY08	3,136
Addition: CDBG funds for Boys and Girls Club Youth Sports Program not expended in FY08	2,000
Addition: SHA National Recreation Trails program funds not expended in FY08	19,286
Addition: CDBG funds for Maple Avenue streetscape improvements not expended in FY08	15,000
Addition: Carroll Avenue streetscape project funds not expended in FY08	272,795
Addition: CDBG funds for Holton Lane streetscape improvements not expended in FY08	70,000
Addition: Takoma Junction funds not expended in FY08	5,200
Addition: CDBG funds for ADA accessibility plan not expended in FY08	20,000
Addition: Safe Routes to School funds not expended in FY08	5,000
Addition: Byrne Memorial Justice Assistance Grant 2007 funds not expended in FY08	326
Addition: Byrne Memorial Justice Assistance Grant 2005 funds not expended in FY08	4,987
Addition: COPS Technology Grant funds not expended in FY08	2,828
Addition: Jackson Boyd park funds not expended in FY08	126,082
Addition: Flood Mitigation MEMO Grant funds not expended in FY08	25,300
<b>Adopted Expenditure Total</b>	<b>1,612,046</b>

# Budget Development Process

## **General Information**

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

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

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

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

## **FY 2009 Budget**

In February 2008, the City Manager met with the management team to review mid-year expenditure reports for FY08 and to discuss CIP and personnel requirements for FY09. The Director of Finance provided initial revenue projections to the City Manager.

During March 2008, the City Manager met with the management team to review their FY09 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 FY09.

The City Manager presented her recommended operating budget for FY09 and the CIP for FY09 – FY13 to the Council on April 14, 2008. Prior to commencing its deliberations regarding the City Manager's proposed budget, the Council held an initial public hearing on May 5, 2008.

Following the public hearing, the Council conducted a series of worksessions to discuss budgetary matters. The worksessions were held on May 5, 8, 12, 15, 19, 22, and 27. A second public hearing was held on May 27, 2008.

The Council approved the budget on June 9, 2008 and adopted several associated ordinances that set the property tax and stormwater fee rates and established compensation rates for most City employees.

The adopted budget for FY09 took effect on July 1, 2008.



# FY 2009 Budget at a Glance

- Total revenues (all funds) of \$22,486,265.
- Total expenditures (all funds) of \$26,524,855.
- Use of fund balance (all funds) in the amount of \$1,783,590. Includes use of \$591,266 of Equipment Replacement Reserve monies.
- Total General Fund revenues of \$19,440,828.
- Total General Fund expenditures of \$23,307,158.
- Assessable real property base (net) projected to increase by approximately \$164.8 million or 11.1 percent from FY08.
- Reduction of real property tax rate from \$0.61 to \$0.605 per \$100 of assessed valuation. Real property tax revenues increase by \$1,117,459 compared to FY08 budgeted revenues.
- Tax duplication payments unchanged from FY08 level. Joint County-Municipal Task Force in the process of reviewing the current methodology used to calculate municipal tax duplication payments. Task Force's work scheduled to conclude later this year.
- Decrease in full-time equivalent staffing of 0.63.
- Ten (10) percent increase in the cost of employee health insurance.
- Review of the City's compensation and position classification is underway. Allocation of monies from the unappropriated reserve to fund any increases resulting from these studies.
- Increased contribution rate to the Police Employees' Retirement Plan to help reduce the unfunded liability more quickly. Budgeted rate of 31 percent. Actuarially required rate for FY09 is 29.13 percent.
- Funding in the amount of \$2.14 million for design and renovation of the Public Works facility. Of this amount, \$2.0 million is to be financed through the issuance of general obligation bonds. First debt service payment to be made in FY10.
- Council Chambers/Auditorium to be renovated for use as both a venue for the performing arts and a meeting space for official City proceedings, at a cost of \$1.2 million. Project to be financed through a combination of federal and state funds and an anticipated contribution from Washington Adventist Hospital.
- Contribution of \$500,000 to the Equipment Replacement Reserve.
- Implementation of several "green" initiatives, including expansion of the bulk tree purchase program to encourage residents to plant more trees on private property, purchase of additional wind power to heat and cool City buildings, and creation of a "green roof" at the Community Center over the police parking area.
- Funding in the amount of \$35,000 for a community-wide strategic planning process.
- Installation of two fixed speed cameras. Associated revenues of \$55,000, with comparable expenditures.
- Funding in the amount of \$100,000 from the sale of City-owned property for the preservation and creation of affordable housing.
- Anticipated expenditures of \$158,055 for street improvements.
- Expenditures of \$405,651 for the construction, maintenance and repair of storm drains, inlets, channels, and ditches.
- Various grant-funded projects in the amount of \$1,612,046 accounted for in the Special Revenue Funds.

## Full-Time Equivalents (FTEs)

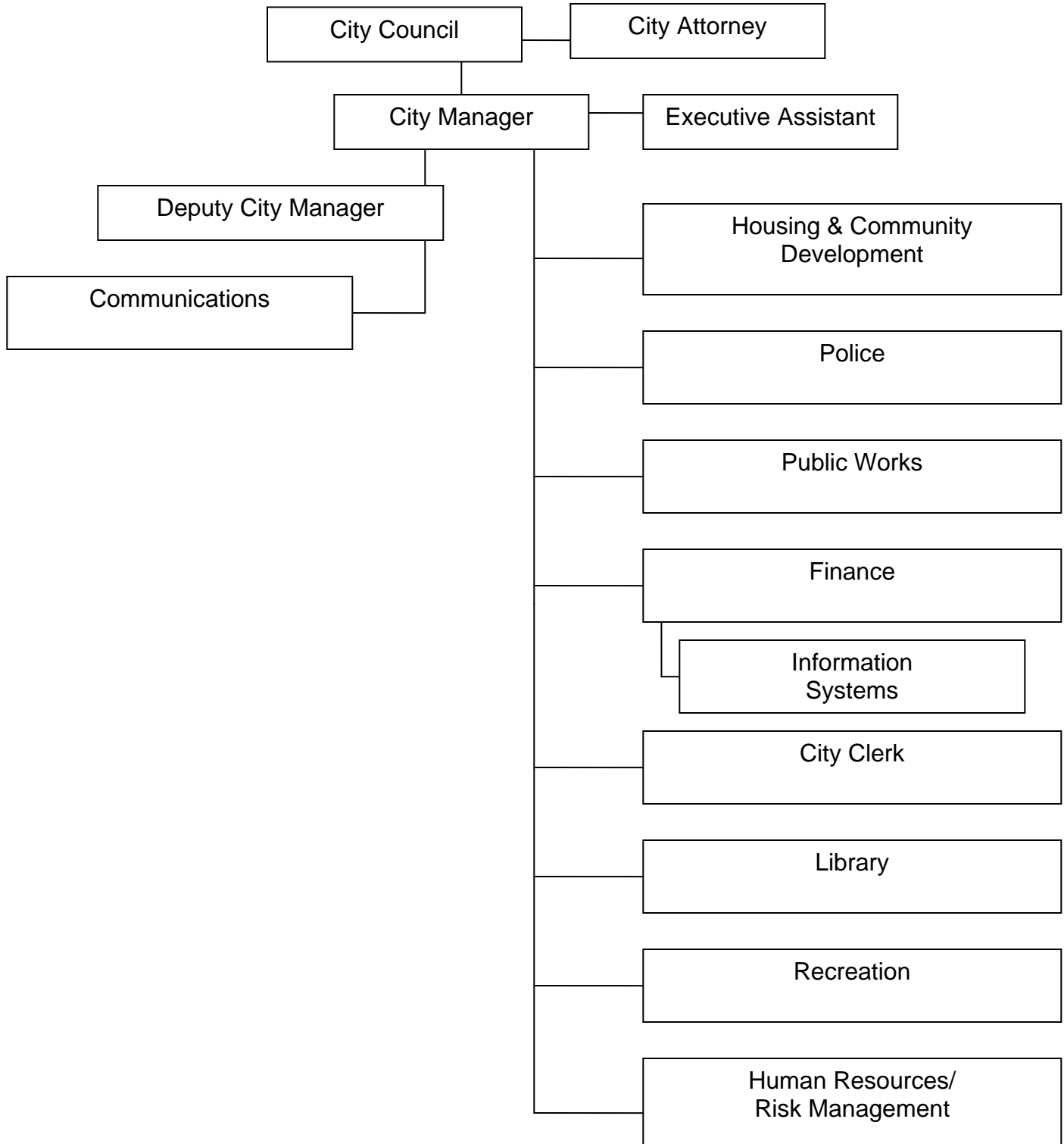
### Personnel Schedule

<b>Staffing Summary by Department or Fund</b>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Actual FY07</b>	<b>Adopted FY08</b>	<b>Estimated FY08</b>	<b>Adopted FY09</b>
General Government	15.50	15.00	16.00	16.00	18.00	18.00
Police	57.47	57.47	58.98	59.98	59.50	59.50
Public Works	32.32	32.54	32.83	32.63	32.63	32.63
Recreation	16.96	19.23	19.90	20.45	20.45	19.82
Housing and Community Development	9.81	8.81	9.50	9.50	9.50	9.50
Communications	3.00	3.00	3.00	3.00	3.00	3.00
Library	8.75	9.50	9.50	9.50	9.50	9.50
Stormwater Management	0.75	0.75	0.75	0.75	0.75	0.75
Community Center	1.00	1.00	0.00	0.00	0.00	0.00
<b>Department Total</b>	<b>145.56</b>	<b>147.30</b>	<b>150.46</b>	<b>151.81</b>	<b>153.33</b>	<b>152.70</b>

# Organizational Chart

## The City of Takoma Park, Maryland

### Residents of Takoma Park



# Financial Structure Overview

The FY09 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Community Center Fund. These funds are described in more detail below.

## **General Fund**

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

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

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

## **Stormwater Management Fund**

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

## **Special Revenue Funds**

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

## **Community Center Fund**

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



# **Combined Statement of Revenues, Expenditures, and Changes in Fund Balance All Government Funds For the Fiscal Year Beginning July 1, 2008**

	<b><u>General Fund</u></b>	<b><u>Stormwater Management Fund</u></b>	<b><u>Special Revenue Funds</u></b>	<b><u>Community Center Fund</u></b>	<b><u>Total</u></b>
FY 2009 Revenues	19,440,828	365,000	1,480,437	1,200,000	22,486,265
FY 2009 Expenditures	23,307,158	405,651	1,612,046	1,200,000	26,524,855
Excess (deficiency) of revenues over expenditures	(3,866,330)	(40,651)	(131,609)	0	(4,038,590)
Other Financing Sources (Uses)					
Bond proceeds	2,000,000	0	0	0	2,000,000
Capital lease	255,000	0	0	0	255,000
Operating transfers in (out)	(104,586)	0	104,586	0	0
Total Other Financing Sources (Uses)	2,150,414	0	104,586	0	2,255,000
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,715,916)	(40,651)	(27,023)	0	(1,783,590)
Fund Balance					
Beginning of year	6,493,465	271,085	448,015	0	7,212,565
End of year	4,777,549	230,434	420,992	0	5,428,975

# FY09 Budget Combined Revenues by Fund

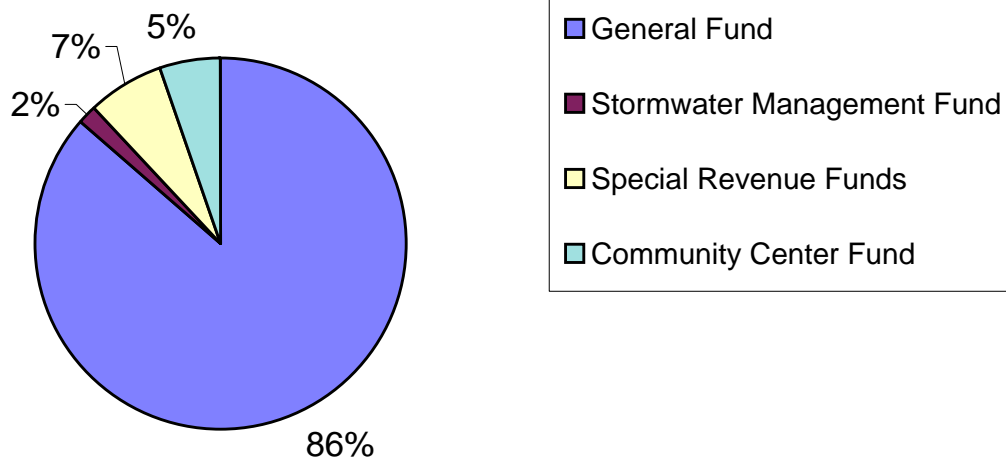
TOTAL \$22,486,265

General Fund \$19,440,828

Stormwater Management Fund \$365,000

Special Revenue Funds \$1,480,437

Community Center Fund \$1,200,000

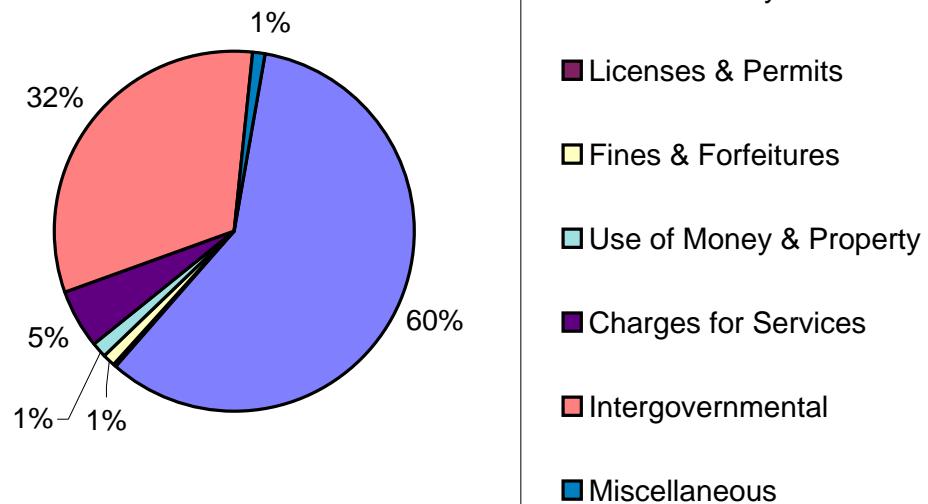


# FY09 Budget

## Combined Revenues by Type

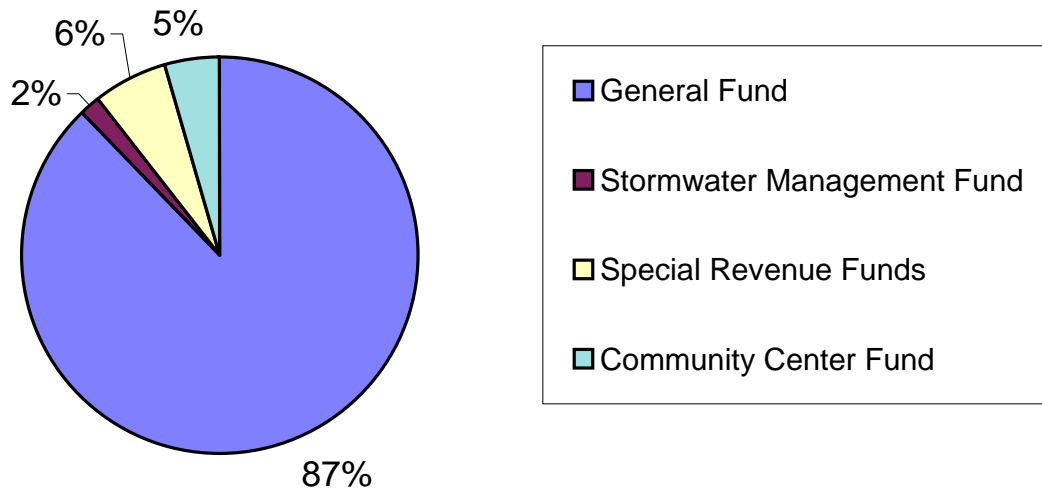
### All Funds

TOTAL	\$22,486,265
Taxes & Utility Fees	\$13,180,290
Licenses & Permits	\$58,954
Fines & Forfeitures	\$231,500
Use of Money & Property	\$330,000
Charges for Services	\$1,209,000
Intergovernmental	\$7,210,841
Miscellaneous	\$265,680



## FY09 Budget Combined Expenditures by Fund

TOTAL	\$26,524,855
General Fund	\$23,307,158
Stormwater Management Fund	\$405,651
Special Revenue Funds	\$1,612,046
Community Center Fund	\$1,200,000





# General Fund Summary

	<b><u>Audited FY05</u></b>	<b><u>Audited FY06</u></b>	<b><u>Audited FY07</u></b>	<b><u>Adopted FY08</u></b>	<b><u>Estimated FY08</u></b>	<b><u>Adopted FY09</u></b>
<b><u>REVENUES</u></b>						
Taxes and utility fees	9,826,025	10,306,405	11,486,637	12,096,745	12,115,947	13,180,290
Licenses and permits	63,610	62,415	104,597	57,654	37,900	58,954
Fines and forfeitures	179,323	190,287	181,219	176,000	198,000	231,500
Use of money and property	130,511	184,748	359,342	200,000	400,000	330,000
Charges for service	662,179	725,102	741,738	835,200	746,475	847,000
Intergovernmental	4,013,828	4,543,682	4,567,120	4,586,765	4,685,984	4,680,404
Miscellaneous	212,079	247,158	161,677	165,700	188,731	112,680
Total Revenues	15,087,555	16,259,797	17,602,330	18,118,064	18,373,037	19,440,828
<b><u>EXPENDITURES</u></b>						
General Government	1,872,710	1,746,817	1,962,228	2,363,562	2,214,621	2,462,913
Police	4,317,704	4,536,969	4,850,419	5,414,404	5,278,107	5,750,920
Public Works	3,298,099	3,374,145	3,409,998	3,756,870	3,729,370	3,974,264
Recreation	899,148	930,602	964,469	1,276,457	1,081,431	1,342,068
Housing and Community Development	907,969	978,292	1,124,538	1,523,634	1,466,806	1,557,685
Communications	323,696	347,211	334,112	381,950	363,432	429,047
Library	726,621	806,369	833,470	926,328	911,251	968,468
Non-departmental	607,466	395,025	551,936	1,552,962	1,290,737	1,879,412
Capital outlay	1,166,388	1,643,140	1,587,298	1,605,439	1,041,164	3,886,965
Debt service	373,930	862,505	983,926	1,178,487	1,176,031	1,055,416
Total Expenditures	14,493,731	15,621,075	16,602,394	19,980,093	18,552,950	23,307,158
Excess (deficiency) of revenues over expenditures	593,824	638,722	999,936	(1,862,029)	(179,913)	(3,866,330)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	2,005,000	0	0	0	0	2,000,000
Capital lease	0	0	525,888	219,679	219,679	255,000
Sale of property	0	157,951	0	109,550	116,000	0
Operating transfers in (out)	(403,141)	(801,268)	(1,656)	(151,198)	(66,965)	(104,586)
Total Other Financing Sources (Uses)	1,601,859	(643,317)	524,232	178,031	268,714	2,150,414
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	2,195,683	(4,595)	1,524,168	(1,683,998)	88,801	(1,715,916)
<b><u>FUND BALANCE</u></b>						
Beginning of year	2,689,408	4,885,091	4,880,496	6,404,664	6,404,664	6,336,889
End of year	4,885,091	4,880,496	6,404,664	4,720,666	6,493,465	4,620,973

*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 FY08 audit.*

# General Fund

## Fund Balance Projection Detail

	As of July 1, 2007	Additions	Deletions	As of June 30, 2008	Additions	Deletions	As of June 30, 2009
Emergency Reserve	349,188	0	0	349,188	0	0	349,188
Equipment Replacement Reserve	977,913	500,000	272,494	1,205,419	500,000	591,266	1,114,153
WSSC Contribution for Future Street Work	0	42,828	0	42,828	140,000	0	182,828
Total Reserved Fund Balance	1,327,101	542,828	272,494	1,597,435	640,000	591,266	1,646,169
Total Unreserved Fund Balance	5,077,563	0	181,533	4,896,030	0	1,764,650	3,131,380
<b>Total Fund Balance</b>	<b>6,404,664</b>			<b>6,493,465</b>			<b>4,777,549</b>

# General Fund Revenues

<b><u>REVENUES BY SOURCE</u></b>	<b><u>Audited FY05</u></b>	<b><u>Audited FY06</u></b>	<b><u>Audited FY07</u></b>	<b><u>Adopted FY08</u></b>	<b><u>Estimated FY08</u></b>	<b><u>Adopted FY09</u></b>
<b>Taxes and Utility Fees</b>						
Real Property	6,923,415	7,369,473	8,232,645	8,864,019	8,956,287	9,981,478
Personal Property	401,076	323,626	371,731	341,600	340,000	343,520
RR and Public Utilities	174,723	167,041	163,895	169,444	160,000	153,520
Penalties and Interest	41,668	10,325	78,387	25,000	28,000	25,000
Admission and Amusement	108	486	420	300	300	300
Additions and Abatements	13,532	(58,142)	18,071	0	(2,221)	0
Highway	530,617	588,812	605,141	616,382	603,581	601,472
Income Tax	1,740,886	1,904,784	2,016,347	2,080,000	2,030,000	2,075,000
<b>Total--Taxes and Utility Fees</b>	<b>9,826,025</b>	<b>10,306,405</b>	<b>11,486,637</b>	<b>12,096,745</b>	<b>12,115,947</b>	<b>13,180,290</b>
<b>Licenses and Permits</b>	<b>63,610</b>	<b>62,415</b>	<b>104,597</b>	<b>57,654</b>	<b>37,900</b>	<b>58,954</b>
<b>Fines and Forfeitures</b>	<b>175,847</b>	<b>190,287</b>	<b>181,219</b>	<b>176,000</b>	<b>198,000</b>	<b>231,500</b>
<b>Use of Money and Property</b>	<b>129,794</b>	<b>184,748</b>	<b>359,342</b>	<b>200,000</b>	<b>400,000</b>	<b>330,000</b>
<b>Charges for Services</b>						
Inspection Fees	307,210	289,416	280,468	288,000	290,202	297,500
Steve Francis Foundation	0	0	0	0	0	0
Public Parking Facilities	46,018	32,027	21,665	30,000	26,000	26,000
Waste Collection & Disposal						
Charges	64,123	53,316	68,580	65,000	60,145	61,000
Recreation Programs and Services	231,029	236,740	306,631	245,500	256,200	262,000
Library Fines and Fees	11,334	13,169	16,044	14,000	15,000	15,000
Passport Services	28,690	29,904	35,982	30,000	26,000	21,000
WSSC	72,253	19,754	0	130,000	42,828	140,000
Copying	717	323	3,237	1,400	4,000	4,000
Telephone Commissions	202	173	0	300	0	0
Special Trash Pickup	7,770	9,186	8,461	8,000	8,000	8,000
Parking Lot Lease--County	0	0	0	12,000	8,000	12,000
Donations	2,465	135	670	11,000	10,100	500
<b>Total--Charges for Services</b>	<b>771,811</b>	<b>684,143</b>	<b>741,738</b>	<b>835,200</b>	<b>746,475</b>	<b>847,000</b>
<b>Intergovernmental Revenues</b>						
Police Protection (State)	432,409	479,340	403,947	400,000	408,564	410,000
SCCP Grant	3,500	0	0	0	0	0
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	90,482	103,573	110,492	119,160	114,430	112,630
Police Rebate	454,884	564,669	630,408	630,310	717,308	705,570
In Lieu of Police	2,111,318	2,322,023	2,322,023	2,322,023	2,322,023	2,322,023
In Lieu of Roads Maintenance	339,903	430,079	442,624	442,624	442,624	442,624
In Lieu of Parks Maintenance	71,740	71,670	72,229	72,229	72,229	72,229
In Lieu of Crossing Guards	121,738	130,435	163,193	163,193	163,193	163,193
Revenue Authority-In Lieu of Taxes	0	0	0	0	0	0

# General Fund Revenues

<b><u>REVENUES BY SOURCE</u></b>	<b><u>Audited FY05</u></b>	<b><u>Audited FY06</u></b>	<b><u>Audited FY07</u></b>	<b><u>Adopted FY08</u></b>	<b><u>Estimated FY08</u></b>	<b><u>Adopted FY09</u></b>
Takoma/Langley Rec. Agreement	100,000	100,000	100,000	125,000	125,000	125,000
Hotel Motel Tax	83,929	87,725	85,423	85,000	85,000	85,000
Cable Franchise Fees	140,284	188,497	168,686	157,000	165,370	170,031
Cable--Operating	57,998	60,028	62,452	64,583	64,600	66,461
<b>Total--Intergovernmental Revenues</b>	<b>4,013,828</b>	<b>4,543,682</b>	<b>4,567,120</b>	<b>4,586,765</b>	<b>4,685,984</b>	<b>4,680,404</b>
<b>Miscellaneous</b>						
Tree Fund	10,000	15,000	0	20,000	20,000	10,000
Sales of Impounded Equipment	0	0	0	0	0	0
GASB Accrual Reserve	7,931	0	0	0	0	0
Other	21,642	30,996	26,592	42,020	44,650	34,000
Insurance Claims	0	43,270	13,043	2,000	4,601	3,000
Takoma Langley Crossroads	3,333	3,334	0	0	0	0
Sales Tax	0	0	0	0	0	0
WAH Administration Fee	26,000	0	0	0	0	0
Day Laborer Site	0	39,000	39,000	70,000	70,000	15,000
Takoma Foundation Grant	0	112,947	0	0	0	0
Administrative Fees--Parking	3,476	2,476	10,878	7,000	5,000	6,000
Federal Grant	0	0	3,276	0	0	0
Recyclable Sales	7,908	10,868	12,456	2,000	9,800	6,000
Mulch Sales	16,554	22,158	19,315	8,000	20,000	20,000
Advertising--Bus Shelters	6,676	4,948	19,943	10,000	10,000	10,000
Farmer's Market	3,120	3,120	4,680	4,680	4,680	4,680
Sale of City Property			12,494			4,000
<b>Total--Miscellaneous</b>	<b>106,640</b>	<b>288,117</b>	<b>161,677</b>	<b>165,700</b>	<b>188,731</b>	<b>112,680</b>
<b>Total General Fund Revenues</b>	<b>15,087,555</b>	<b>16,259,797</b>	<b>17,602,330</b>	<b>18,118,064</b>	<b>18,373,037</b>	<b>19,440,828</b>

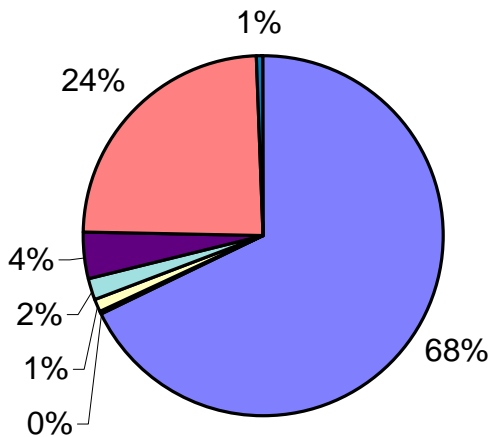
*Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the audited and budgeted figures shown above have been classified in the same manner as reflected in the FY08 audit.*

# FY09 Budget

## General Fund

### Revenues by Type

TOTAL	\$19,440,828
Taxes & Utility Fees	\$13,180,290
Licenses & Permits	58,954
Fines & Forfeitures	231,500
Use of Money & Property	330,000
Charges for Services	847,000
Intergovernmental	4,680,404
Miscellaneous	112,680



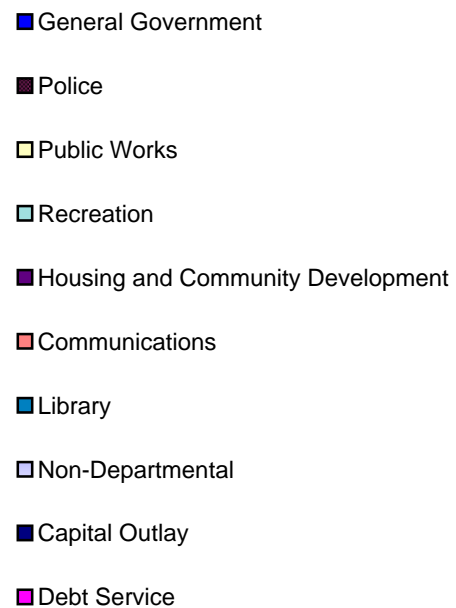
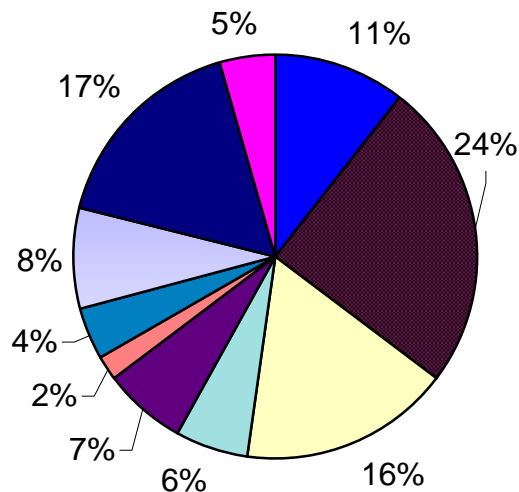


# FY09 Budget General Fund Expenditures by Department

TOTAL EXPENDITURES

\$23,307,158

General Government	\$2,462,913
Police	5,750,920
Public Works	3,974,264
Recreation	1,342,068
Housing and Community Development	1,557,685
Communications	429,047
Library	968,468
Non-Departmental	1,879,412
Capital Outlay	3,886,965
Debt Service	1,055,416



# Stormwater Management Fund

	<u>Audited FY05</u>	<u>Audited FY06</u>	<u>Audited FY07</u>	<u>Adopted FY08</u>	<u>Estimated FY08</u>	<u>Adopted FY09</u>
<b><u>REVENUES</u></b>						
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	466	0	0	0	0	0
Charges for service	194,121	251,194	367,134	363,000	362,552	362,000
Intergovernmental	0	0	0	0	0	0
Miscellaneous	0	30,049	12,564	2,000	9,326	3,000
Total Revenues	194,587	281,243	379,698	365,000	371,878	365,000
<b><u>EXPENDITURES</u></b>						
Public Works	96,936	106,581	206,766	256,084	258,869	258,651
Capital outlay	184,292	89,606	91,296	100,000	75,000	147,000
Total Expenditures	281,228	196,187	298,062	356,084	333,869	405,651
Excess (deficiency) of revenues over expenditures	(86,641)	85,056	81,636	8,916	38,009	(40,651)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Loan proceeds	0	0	0	0	0	0
Operating transfers in (out)	0	0	0	0	0	0
Total Other Financing Sources (Uses)	0	0	0	0	0	0
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(86,641)	85,056	81,636	8,916	38,009	(40,651)
<b><u>FUND BALANCE</u></b>						
Beginning of year	153,025	66,384	151,440	233,076	233,076	271,085
End of year	66,384	151,440	233,076	241,992	271,085	230,434

*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 FY08 audit.*

# Special Revenue Funds Summary

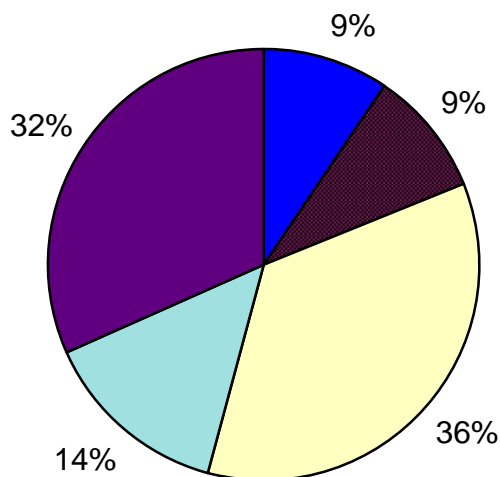
	<b><u>Audited FY05</u></b>	<b><u>Audited FY06</u></b>	<b><u>Audited FY07</u></b>	<b><u>Adopted FY08</u></b>	<b><u>Estimated FY08</u></b>	<b><u>Adopted FY09</u></b>
<b><u>REVENUES</u></b>						
Taxes and utility fees	0	0	0	0	0	0
Licenses and permits	0	0	0	0	0	0
Fines and forfeitures	0	0	0	0	0	0
Use of money and property	0	0	0	0	0	0
Charges for service	0	0	0	0	0	0
Intergovernmental	1,323,611	1,110,068	518,552	1,184,475	516,292	1,480,437
Miscellaneous	0	0	0	0	0	0
Total Revenues	1,323,611	1,110,068	518,552	1,184,475	516,292	1,480,437
<b><u>EXPENDITURES</u></b>						
General Government	31,879	261,644	24,424	100,500	50,500	150,500
Police	171,811	122,497	187,249	287,331	270,215	152,447
Public Works	316,526	0	148,461	513,771	51,476	571,395
Housing and Community Development	204,600	24,955	65,373	268,469	64,085	512,336
Recreation	51,984	45,672	28,798	182,179	36,223	225,368
Capital outlay	0	636,925	7,208	0	0	0
Total Expenditures	776,800	1,091,693	461,513	1,352,250	472,499	1,612,046
Excess (deficiency) of revenues over expenditures	546,811	18,375	57,039	(167,775)	43,793	(131,609)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Loan proceeds	0	0	0	0	0	0
Operating transfers in (out)	1,445	1,821	1,656	121,198	36,965	104,586
Total Other Financing Sources (Uses)	1,445	1,821	1,656	121,198	36,965	104,586
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	548,256	20,196	58,695	(46,577)	80,758	(27,023)
<b><u>FUND BALANCE</u></b>						
Beginning of year	(259,890)	288,366	308,562	367,257	367,257	448,015
End of year	288,366	308,562	367,257	320,680	448,015	420,992

# FY09 Budget

## Special Revenue Funds

### Expenditures by Department

TOTAL EXPENDITURES	\$1,612,046
General Government	\$150,500
Police	152,447
Public Works	571,395
Recreation	225,368
Housing and Community Development	512,336



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

# Community Center Fund Summary

	<b><u>Audited FY05</u></b>	<b><u>Audited FY06</u></b>	<b><u>Audited FY07</u></b>	<b><u>Adopted FY08</u></b>	<b><u>Estimated FY08</u></b>	<b><u>Adopted FY09</u></b>
<b><u>REVENUES</u></b>						
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	2,586,088	591,414	389,510	0	520	1,050,000
Miscellaneous	0	0	0	0	0	150,000
Total Revenues	2,586,088	591,414	389,510	0	520	1,200,000
<b><u>EXPENDITURES</u></b>						
General Government	71,195	69,741	0	0	0	0
Capital Outlay	5,720,914	1,687,605	343,349	76,161	76,681	1,200,000
Total Expenditures	5,792,109	1,757,346	343,349	76,161	76,681	1,200,000
Excess (deficiency) of revenues over expenditures	(3,206,021)	(1,165,932)	46,161	(76,161)	(76,161)	0
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	2,600,000	0	0	0	0	0
Operating transfers in (out)	401,696	799,447	0	30,000	30,000	
Total Other Financing Sources (Uses)	3,001,696	799,447	0	30,000	30,000	0
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(204,325)	(366,485)	46,161	(46,161)	(46,161)	0
<b><u>FUND BALANCE</u></b>						
Beginning of year	570,810	366,485	0	46,161	46,161	0
End of year	366,485	0	46,161	0	0	0

Introduced by: Councilmember Barry

First Reading: June 2, 2008

Second Reading: June 9, 2008

**TAKOMA PARK ORDINANCE NO. 2008-26**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2009,  
BEGINNING JULY 1, 2008 AND ENDING JUNE 30, 2009**

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 2009 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 5, 2008; and,

WHEREAS, in the interest of obtaining additional public comment, the City Council held a second public hearing on May 27, 2008; 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 2009.

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, 2008 and ending June 30, 2009.

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

<b>Fund</b>	<b>Fiscal Year 2009 Appropriation</b>
General Fund	\$23,307,158
Special Revenue Funds	1,612,046
Community Center Fund	1,200,000
<b>GRAND TOTAL</b>	<b>\$26,119,204</b>

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

<b>Operating Transfer From</b>	<b>To</b>	<b>Amount of Transfer</b>
General Fund	Special Revenue Funds	\$104,586



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

<b>Fund</b>	<b>Fiscal Year 2009 Appropriation</b>
General Fund	\$1,715,916
Special Revenue Funds	27,023

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$97,625 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2009 through Fiscal Year 2013 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 2009 by Ordinance No. 2008-25.

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, 2008.

Adopted this 9th day of June, 2008 by roll-call vote as follows:

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

Introduced by: Councilmember Barry

First Reading: June 2, 2008

Second Reading: June 2, 2008

**TAKOMA PARK ORDINANCE NO. 2008-24**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2009, BEGINNING  
JULY 1, 2008 AND ENDING JUNE 30, 2009**

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 2009 will exceed the constant yield tax rate; and,

WHEREAS, the required public hearing was held on May 5, 2008.

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, 2008, 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	\$0.605 per \$100 of assessed valuation
Personal Property	\$1.513 per \$100 of assessed valuation
Railroad and Public Utilities	\$1.513 per \$100 of assessed valuation"

SECTION 2. This Ordinance shall be effective July 1, 2008.

Adopted this 9th day of June, 2008, by roll-call vote as follows:

AYES: Williams, Barry, Seamens, Snipper

NAYS: Robinson

ABSTAIN: None

ABSENT: Clay, Wright

Introduced by: Councilmember Snipper

First Reading: June 2, 2008

Second Reading: June 9, 2008

**TAKOMA PARK ORDINANCE NO. 2008-25**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT  
BUDGET FOR FISCAL YEAR 2009, BEGINNING JULY 1, 2008  
AND ENDING JUNE 30, 2009**

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 2009, 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, 2008 and ending June 30, 2009. Said budget provides for an appropriation in the amount of \$405,651 for stormwater management activities.

SECTION 4. The use of fund balance in the amount of \$40,651 is hereby authorized to supplement other fund revenues and financing sources.

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

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

SECTION 7. This Ordinance shall be effective July 1, 2008.

Adopted by roll-call vote this 9th day of June, 2008 as follows:

AYES: Williams, Barry, Robinson, Seamens, Snipper

NAYS: None

ABSENT: Clay, Wright

ABSTAIN: None

Introduced by: Councilmember Snipper

First Reading: June 2, 2008

Second Reading: June 9, 2008

Effective Date: July 1, 2008

**CITY OF TAKOMA PARK, MARYLAND**

**ORDINANCE NO. 2008-27**

**An Ordinance to Adopt an FY09 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 2007 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 City staff who are covered by the Collective Bargaining Agreement with AFSCME for the Fiscal Year beginning July 1, 2008 and ending June 30, 2009, and will remain in effect until amended or repealed by the Council.

Adopted this 9<sup>th</sup> day of June, 2008 by roll-call vote as follows:

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

**EMPLOYEE PAY SCALE - FY 09****ORDINANCE 2008-27****Staff who are covered by the Collective****Bargaining Agreement with AFSCME****3.5% Market Adjustment Effective July 1, 2008**

GRADE		STEP 1	STEP 2	STEP 3	STEP 4	Mkt Point	Maximum
21	Annual	\$ 27,495	\$ 28,320	\$ 29,169	\$ 30,044	\$ 30,946	\$ 41,792
	Hourly	\$ 13.22	\$ 13.62	\$ 14.02	\$ 14.44	\$ 14.88	\$ 20.09
22	Annual	\$ 29,144	\$ 30,019	\$ 30,919	\$ 31,847	\$ 32,802	\$ 44,300
	Hourly	\$ 14.01	\$ 14.43	\$ 14.87	\$ 15.31	\$ 15.77	\$ 21.30
23	Annual	\$ 30,893	\$ 31,820	\$ 32,775	\$ 33,758	\$ 34,770	\$ 46,958
	Hourly	\$ 14.85	\$ 15.30	\$ 15.76	\$ 16.23	\$ 16.72	\$ 22.58
24	Annual	\$ 32,747	\$ 33,729	\$ 34,741	\$ 35,783	\$ 36,857	\$ 49,775
	Hourly	\$ 15.74	\$ 16.22	\$ 16.70	\$ 17.20	\$ 17.72	\$ 23.93
25	Annual	\$ 34,712	\$ 35,753	\$ 36,825	\$ 37,930	\$ 39,068	\$ 52,762
	Hourly	\$ 16.69	\$ 17.19	\$ 17.70	\$ 18.24	\$ 18.78	\$ 25.37
26	Annual	\$ 36,794	\$ 37,898	\$ 39,035	\$ 40,206	\$ 41,412	\$ 55,927
	Hourly	\$ 17.69	\$ 18.22	\$ 18.77	\$ 19.33	\$ 19.91	\$ 26.89
27	Annual	\$ 39,002	\$ 40,172	\$ 41,377	\$ 42,618	\$ 43,897	\$ 59,283
	Hourly	\$ 18.75	\$ 19.31	\$ 19.89	\$ 20.49	\$ 21.10	\$ 28.50
28	Annual	\$ 42,902	\$ 44,189	\$ 45,515	\$ 46,880	\$ 48,287	\$ 65,211
	Hourly	\$ 20.63	\$ 21.24	\$ 21.88	\$ 22.54	\$ 23.21	\$ 31.35
29	Annual	\$ 47,192	\$ 48,608	\$ 50,066	\$ 51,568	\$ 53,115	\$ 71,732
	Hourly	\$ 22.69	\$ 23.37	\$ 24.07	\$ 24.79	\$ 25.54	\$ 34.49
30	Annual	\$ 54,271	\$ 55,899	\$ 57,576	\$ 59,303	\$ 61,083	\$ 82,492
	Hourly	\$ 26.09	\$ 26.87	\$ 27.68	\$ 28.51	\$ 29.37	\$ 39.66
31	Annual	\$ 62,412	\$ 64,284	\$ 66,213	\$ 68,199	\$ 70,245	\$ 94,866
	Hourly	\$ 30.01	\$ 30.91	\$ 31.83	\$ 32.79	\$ 33.77	\$ 45.61



Introduced by: Councilmember Snipper

First Reading: June 2, 2008

Second Reading: June 9, 2008

Effective Date: July 1, 2008

**CITY OF TAKOMA PARK, MARYLAND**

**ORDINANCE NO. 2008-28**

**An Ordinance to Adopt the FY09 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 2007 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, 2008 and ending June 30, 2009, and will remain in effect until amended or repealed by the Council.

Adopted this 9<sup>th</sup> day of June, 2008 by roll-call vote as follows:

AYES: Williams, Barry, Robinson, Seamens, Snipper

NAYS: None

ABSTAIN: None

ABSENT: Clay, Wright

**EMPLOYEE PAY SCALE - FY 09****ORDINANCE 2008-28****Management Staff and Staff who are not covered****by a collective bargaining agreement.****3.5% Market Adjustment Effective July 1, 2008**

<b>GRADE</b>		<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>Mkt Point</b>	<b>Maximum</b>
21	Annual Hourly	\$ 27,495 \$ 13.22	\$ 28,320 \$ 13.62	\$ 29,169 \$ 14.02	\$ 30,044 \$ 14.44	\$ 30,946 \$ 14.88	\$ 36,568 \$ 17.58
22	Annual Hourly	\$ 29,144 \$ 14.01	\$ 30,019 \$ 14.43	\$ 30,919 \$ 14.87	\$ 31,847 \$ 15.31	\$ 32,802 \$ 15.77	\$ 38,762 \$ 18.64
23	Annual Hourly	\$ 30,893 \$ 14.85	\$ 31,820 \$ 15.30	\$ 32,775 \$ 15.76	\$ 33,758 \$ 16.23	\$ 34,770 \$ 16.72	\$ 41,088 \$ 19.75
24	Annual Hourly	\$ 32,747 \$ 15.74	\$ 33,729 \$ 16.22	\$ 34,741 \$ 16.70	\$ 35,783 \$ 17.20	\$ 36,857 \$ 17.72	\$ 43,553 \$ 20.94
25	Annual Hourly	\$ 34,712 \$ 16.69	\$ 35,753 \$ 17.19	\$ 36,825 \$ 17.70	\$ 37,930 \$ 18.24	\$ 39,068 \$ 18.78	\$ 46,166 \$ 22.20
26	Annual Hourly	\$ 36,794 \$ 17.69	\$ 37,898 \$ 18.22	\$ 39,035 \$ 18.77	\$ 40,206 \$ 19.33	\$ 41,412 \$ 19.91	\$ 48,936 \$ 23.53
27	Annual Hourly	\$ 39,002 \$ 18.75	\$ 40,172 \$ 19.31	\$ 41,377 \$ 19.89	\$ 42,618 \$ 20.49	\$ 43,897 \$ 21.10	\$ 51,872 \$ 24.94
28	Annual Hourly	\$ 42,902 \$ 20.63	\$ 44,189 \$ 21.24	\$ 45,515 \$ 21.88	\$ 46,880 \$ 22.54	\$ 48,287 \$ 23.21	\$ 57,060 \$ 27.43
29	Annual Hourly	\$ 47,192 \$ 22.69	\$ 48,608 \$ 23.37	\$ 50,066 \$ 24.07	\$ 51,568 \$ 24.79	\$ 53,115 \$ 25.54	\$ 62,766 \$ 30.18
30	Annual Hourly	\$ 54,271 \$ 26.09	\$ 55,899 \$ 26.87	\$ 57,576 \$ 27.68	\$ 59,303 \$ 28.51	\$ 61,083 \$ 29.37	\$ 72,181 \$ 34.70
31	Annual Hourly	\$ 62,412 \$ 30.01	\$ 64,284 \$ 30.91	\$ 66,213 \$ 31.83	\$ 68,199 \$ 32.79	\$ 70,245 \$ 33.77	\$ 83,008 \$ 39.91
32	Annual Hourly	\$ 71,774 \$ 34.51	\$ 73,927 \$ 35.54	\$ 76,145 \$ 36.61	\$ 78,429 \$ 37.71	\$ 80,782 \$ 38.84	\$ 95,459 \$ 45.89
33	Annual Hourly	\$ 82,540 \$ 39.68	\$ 85,016 \$ 40.87	\$ 87,566 \$ 42.10	\$ 90,193 \$ 43.36	\$ 92,899 \$ 44.66	\$ 109,778 \$ 52.78
34	Annual Hourly	\$ 94,920 \$ 45.63	\$ 97,768 \$ 47.00	\$ 100,701 \$ 48.41	\$ 103,722 \$ 49.87	\$ 106,834 \$ 51.36	\$ 126,244 \$ 60.69

**POLICE PAY SCALE - FY 09****Ordinance 2008-32****3.5% Market Adjustment Effective July 1, 2008**

<b>GRADE</b>		<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>Mkt Point</b>	<b>Maximum</b>
1-CADET							
Hourly	Annual	\$ 37,421					
	Hourly	\$ 17.99					
3- PVT							
Hourly	Annual	\$ 42,829	\$ 44,114	\$ 45,437	\$ 46,800	\$ 48,204	\$ 56,962
	Hourly	\$ 20.59	\$ 21.21	\$ 21.84	\$ 22.50	\$ 23.18	\$ 27.39
4-PFC	Annual	\$ 47,112	\$ 48,525	\$ 49,981	\$ 51,480	\$ 53,025	\$ 62,659
Hourly	Hourly	\$ 22.65	\$ 23.33	\$ 24.03	\$ 24.75	\$ 25.49	\$ 30.12
5-CPL	Annual	\$ 54,179	\$ 55,804	\$ 57,478	\$ 59,202	\$ 60,978	\$ 72,057
Hourly	Hourly	\$ 26.05	\$ 26.83	\$ 27.63	\$ 28.46	\$ 29.32	\$ 34.64
6-SGT	Annual	\$ 62,305	\$ 64,174	\$ 66,100	\$ 68,083	\$ 70,125	\$ 82,866
Hourly	Hourly	\$ 29.95	\$ 30.85	\$ 31.78	\$ 32.73	\$ 33.71	\$ 39.84
7-LT	Annual	\$ 71,651	\$ 73,801	\$ 76,015	\$ 78,295	\$ 80,644	\$ 95,296
Hourly	Hourly	\$ 34.45	\$ 35.48	\$ 36.55	\$ 37.64	\$ 38.77	\$ 45.82

Introduced by: Councilmember Wright

First Reading: July 14, 2008

Second Reading: July 28, 2008

Effective Date: July 1, 2008

**CITY OF TAKOMA PARK, MARYLAND**

**ORDINANCE NO. 2008-32**

**An Ordinance to Adopt an FY09 Pay Plan**

**For Staff Who are Covered by the UFCW Local 400 Collective Bargaining Agreement**

**WHEREAS,** the pay scale for staff who are covered by the United Food and Commercial Workers (UFCW) Local 400 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 residents 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, the United Food and Commercial Workers International Union, which provides for a market adjustment to be effective July 1, 2008; AND

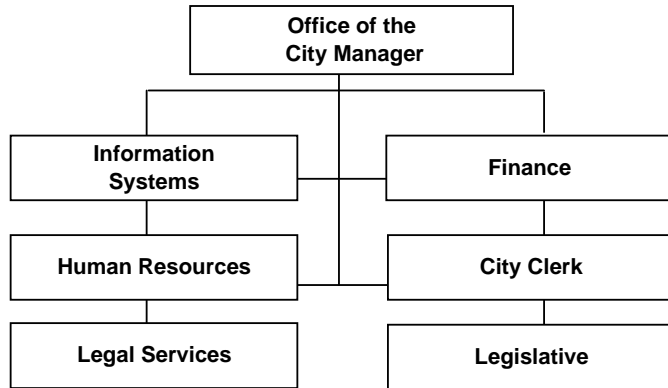
**WHEREAS,** the Department of Labor Wage and Salaries Employment Cost Index for State and Local Government as of December 2007 shows an annual market increase of 3.5%.

**NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND, THAT** the attached pay scale is adopted for City staff who are covered by the Collective Bargaining Agreement with UFCW for the Fiscal Year beginning July 1, 2008 and ending June 30, 2009, and will remain in effect until amended or repealed by the Council.

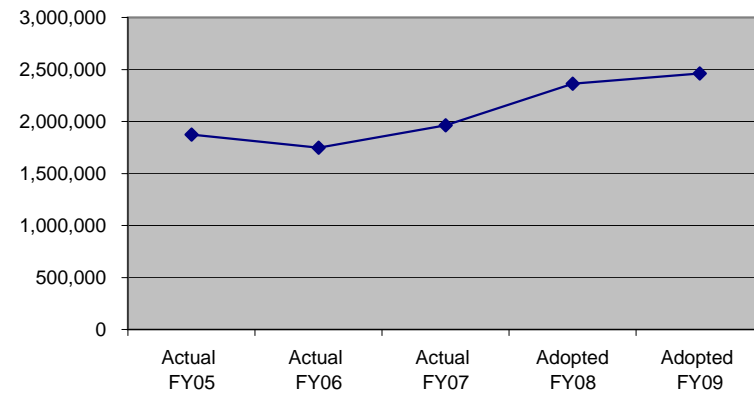
Adopted this 28th day of July, 2008 by roll-call vote as follows:

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

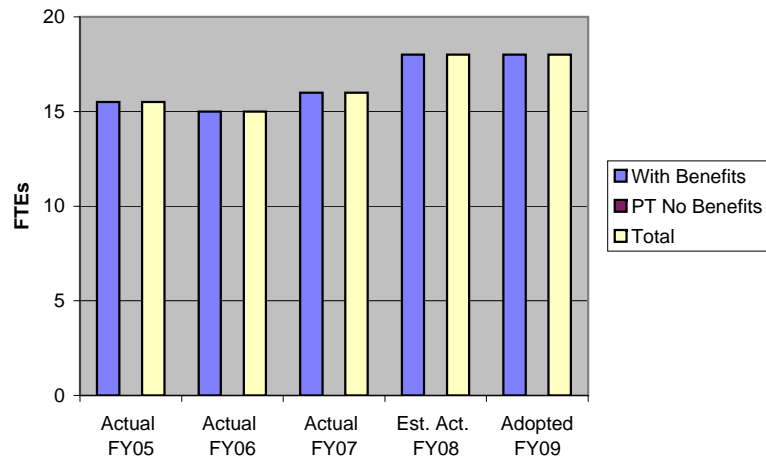
# General Government



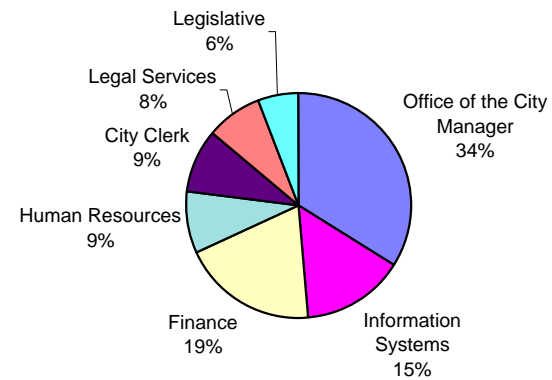
**Expenditure History**



**Staffing Trend (FTEs)**



**Budget by Division**



# General Government

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Legislative	76,834	121,270	111,987	143,084
General Management	824,960	845,087	844,249	831,688
Finance	376,972	472,285	402,912	478,970
Legal	147,955	232,150	202,150	202,150
Information Systems	258,633	311,951	280,522	368,769
Human Resources	109,256	186,306	190,481	217,596
City Clerk	167,618	194,513	182,320	220,656
<b>Department Total</b>	<b>1,962,228</b>	<b>2,363,562</b>	<b>2,214,621</b>	<b>2,462,913</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	1,107,307	1,188,235	1,152,662	1,254,580
Fringe Benefits	326,325	359,327	339,803	419,883
Overtime	1,910	8,000	2,575	9,500
Contractual Labor	7,647	2,500	8,500	5,000
<b>Personnel Subtotal</b>	<b>1,443,189</b>	<b>1,558,062</b>	<b>1,503,540</b>	<b>1,688,963</b>
Supplies	28,633	42,650	33,836	49,300
Services and Charges	377,887	621,750	515,123	545,000
Miscellaneous	112,519	141,100	162,122	179,650
<b>Department Total</b>	<b>1,962,228</b>	<b>2,363,562</b>	<b>2,214,621</b>	<b>2,462,913</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Passport Service	35,982	30,000	26,000	21,000
Investment Earnings	359,342	200,000	400,000	330,000
<b>Subtotal</b>	<b>395,324</b>	<b>230,000</b>	<b>426,000</b>	<b>351,000</b>
General Fund	1,566,904	2,133,562	1,788,621	2,111,913
<b>Department Total</b>	<b>1,962,228</b>	<b>2,363,562</b>	<b>2,214,621</b>	<b>2,462,913</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
General Management	7.00	7.00	6.00	6.00
Finance	4.00	4.00	5.00	5.00
Information Systems	2.00	2.00	3.00	3.00
Human Resources	1.00	1.00	2.00	2.00
City Clerk	2.00	2.00	2.00	2.00
<b>Department Total</b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>	<b>18.00</b>



# 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 FY08:

- Departmental expenditures are expected to be \$148,941 less than budget.
- The variance is primarily attributable to staffing vacancies during the year and less than anticipated contractual costs for legal, auditing, and financial services.

### FY09 Budget Highlights:

- Departmental expenditures are \$99,351 higher—an increase of 4.2 percent—compared to budgeted expenditures for FY08.
- Departmental FTEs, adjusted mid-year in FY08, remain unchanged.
- Approximately 68 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$130,901 compared to budgeted expenditures for FY08.
- Approximately 23 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. The proposed budget includes \$35,000 for a community-wide strategic planning process.

- Services and charges are down by \$76,750 compared to budgeted expenditures for FY08. The decrease is primarily attributable to lower costs for legal services and for contractual assistance in the Human Resources Division.
- Miscellaneous expenditures are up by \$38,550 compared to budgeted expenditures for FY08. The majority of this expense is attributable to the cost of association dues, which brought in line with actual expenditures, and the consolidation of all non-police recruitment costs in the Human Resources Division.



# General Government

## Division – Legislative

### Division Purpose:

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

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$9,283 less than budget.
- The variance is primarily attributable to lower than anticipated costs for Personal Digital Assistants and the general municipal election held in November 2007.

### FY09 Budget Highlights:

- Division expenditures are \$21,814 higher—an increase of 18.0 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is partially attributable to higher salary and benefit costs. By Ordinance No. 2007-43, the Council approved an increase in the salaries to be paid to members of the City Council and the Mayor as of November 2007.
- Approximately 55 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 13 percent of division expenditures. This category includes the cost of Personal Digital Assistants for the City Council (\$4,000) and contractual lobbying assistance (\$15,000). The position of Community and Government Liaison was eliminated in FY08 as part of an organizational restructuring by the City Manager; the contractual assistance will supplement staff resources in addressing legislative matters of concern to the City.

- Approximately 31 percent of division expenditures are categorized as miscellaneous. This category includes conference/training expenses (\$18,500) and costs associated with special meetings, dinners, and Walking Council meetings (\$12,000).

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Legislative	76,834	121,270	111,987	143,084
<b>Division Total</b>	<b>76,834</b>	<b>121,270</b>	<b>111,987</b>	<b>143,084</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	42,961	65,920	64,935	73,000
Fringe Benefits	3,288	5,050	5,029	5,584
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>46,249</b>	<b>70,970</b>	<b>69,964</b>	<b>78,584</b>
Supplies	240	500	500	500
Services and Charges	212	10,000	5,000	19,000
Miscellaneous	30,133	39,800	36,523	45,000
<b>Division Total</b>	<b>76,834</b>	<b>121,270</b>	<b>111,987</b>	<b>143,084</b>

# General Government

## Division Summary – General Management

	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
<b>Division Expenditures</b>				
General Management	824,960	845,087	844,249	831,688
<b>Division Total</b>	<b>824,960</b>	<b>845,087</b>	<b>844,249</b>	<b>831,688</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	532,837	512,617	523,256	478,297
Fringe Benefits	154,047	144,870	148,336	151,791
Overtime	176	500	57	1,000
Contractual Labor	4,242	2,500	8,000	5,000
<b>Personnel Subtotal</b>	<b>691,302</b>	<b>660,487</b>	<b>679,649</b>	<b>636,088</b>
Supplies	14,488	21,000	17,500	22,500
Services and Charges	54,307	98,800	74,300	95,300
Miscellaneous	64,863	64,800	72,800	77,800
<b>Division Total</b>	<b>824,960</b>	<b>845,087</b>	<b>844,249</b>	<b>831,688</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	7.00	7.00	6.00	6.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Total Division FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

Position Title	Adopted FY08	Adopted FY09
City Manager	1.00	1.00
Deputy City Manager	1.00	1.00
Community & Government Liaison	1.00	0.00
Management Assistant	1.00	1.00
Executive Assistant	1.00	1.00
Staff Assistant	1.00	1.00
Office Assistant	1.00	1.00
<b>Division Total</b>	<b>7.00</b>	<b>6.00</b>

# 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 FY08:

- No significant variance from budgeted expenditures.

### FY09 Budget Highlights:

- Division expenditures are \$13,399 lower—a decrease of 1.6 percent—compared to budgeted expenditures for FY08.
- The budgetary decrease is attributable to lower personnel costs.
- Division FTEs were adjusted mid-year during FY08; the position of Community and Government Liaison was eliminated. Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Services and charges account for 11.5 percent of division expenditures. This category includes the cost of the community-wide strategic planning process (\$35,000), telephone and cell phone charges (\$17,000), and copying/printing costs (\$11,800).
- Approximately nine percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League, the National League of Cities and the International City/County Management Association total \$48,000.

### 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.
- Identify vendor and coordinate completion of the community-wide strategic planning process.
- Explore health insurance cost reduction options with representatives of the two City bargaining units prior to next contract renewal period.
- Provide staff support to the Health Services Impact Committee and the WAH Land Use Committee.

# General Government

## Division Summary – Finance

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Finance	376,972	472,285	402,912	478,970
<b>Division Total</b>	<b>376,972</b>	<b>472,285</b>	<b>402,912</b>	<b>478,970</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	227,546	256,153	235,834	280,645
Fringe Benefits	63,181	75,182	63,888	95,025
Overtime	50	3,000	1,000	3,000
<b>Personnel Subtotal</b>	<b>290,777</b>	<b>334,335</b>	<b>300,722</b>	<b>378,670</b>
Supplies	4,499	9,000	6,300	7,500
Services and Charges	74,989	118,350	89,320	82,500
Miscellaneous	6,707	10,600	6,570	10,300
<b>Division Total</b>	<b>376,972</b>	<b>472,285</b>	<b>402,912</b>	<b>478,970</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	4.00	4.00	5.00	5.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Total Division FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>

Position Title	Adopted FY08	Adopted FY09
Director of Finance	1.00	1.00
Senior Account Clerk	1.00	1.00
Account Clerk II	2.00	2.00
Budget Specialist	0.00	1.00
<b>Division Total</b>	<b>4.00</b>	<b>5.00</b>

# 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 FY08:

- Division expenditures are expected to be \$69,373 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs and contractual services.

### FY09 Budget Highlights:

- Division expenditures are \$6,685 higher—an increase of 1.5 percent—compared to budgeted expenditures for FY08.
- The majority of the budgetary increase is attributable to personnel costs.
- Division FTEs, adjusted in mid-year in FY08, remain unchanged.
- Approximately 79 percent of division expenditures are personnel related.
- Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$68,000, or about 14 percent, of division expenditures.

### Management Objectives:

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

### Performance/Workload Measures:

Measurement	Actual FY06	Actual FY07	Estimated FY08	Projected FY09
Receive an unqualified audit opinion	Yes	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting	N/A	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	72.0%	73.3%	76.2%	77.0%
Number of payroll checks and direct deposits	4,806	4,843	4,947	4,950
Number of accounts payable checks issued	3,493	4,114	3,500	3,600
Number of stormwater bills issued	3,865	3,867	3,882	3,882
Number of rental license bills issued	522	456	406	400
Number of refuse bills issued	242	239	230	230

# 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 FY08:

- Division expenditures are expected to be \$30,000 less than budget.

### FY09 Budget Highlights:

- Division expenditures are \$30,000 less—a decrease of 12.9 percent—compared to budgeted expenditures for FY08.
- During FY08, the City incurred considerable legal expenses related to the proposed development at the Takoma Metro. It is anticipated that additional legal work related to the Takoma Metro development issue will be required.
- The services of Silber, Perlman, Sigman, and Tilev, PA are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.
- In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total one percent of division expenditures.

### Management Objectives:

- 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 mu-

nicipal infractions in a more expeditious fashion or identifying an alternative way of gaining compliance.

- Work with the City Manager and the City Clerk to resolve any outstanding Code issues and to identify opportunities where the language in the City Code can be made clearer and more understandable to the general public.

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Legal	147,955	232,150	202,150	202,150
<b>Division Total</b>	<b>147,955</b>	<b>232,150</b>	<b>202,150</b>	<b>202,150</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	0	0	0	0
Fringe Benefits	0	0	0	0
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	0	0	0	0
Services and Charges	147,955	230,000	200,000	200,000
Miscellaneous	0	2,150	2,150	2,150
<b>Division Total</b>	<b>147,955</b>	<b>232,150</b>	<b>202,150</b>	<b>202,150</b>



# General Government

## Division Summary – Information Systems

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Information Systems	258,633	311,951	280,522	368,769
<b>Division Total</b>	<b>258,633</b>	<b>311,951</b>	<b>280,522</b>	<b>368,769</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	130,867	147,096	127,118	176,798
Fringe Benefits	47,939	62,155	51,158	86,571
Overtime	703	2,000	346	2,000
<b>Personnel Subtotal</b>	<b>179,509</b>	<b>211,251</b>	<b>178,622</b>	<b>265,369</b>
Supplies	5,465	4,100	4,400	4,300
Services and Charges	72,748	91,600	92,800	94,400
Miscellaneous	911	5,000	4,700	4,700
<b>Division Total</b>	<b>258,633</b>	<b>311,951</b>	<b>280,522</b>	<b>368,769</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.00	2.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Total Division FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY08	Adopted FY09
Information Systems Manager	1.00	1.00
Information Systems Specialist	1.00	2.00
<b>Division Total</b>	<b>2.00</b>	<b>3.00</b>

# 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 FY08:

- Division expenditures are expected to be \$31,429 less than budget.

### FY09 Budget Highlights:

- Division expenditures are \$56,818 higher—an increase of 18.2 percent—compared to budgeted expenditures for FY08.
- The majority of the budgetary increase is attributable to personnel costs.
- Division FTEs, adjusted mid-year in FY08, remain unchanged.
- Approximately 72 percent of division expenditures are personnel related.
- The other major division expenditure is computer hardware and software maintenance charges. This accounts for \$65,000, or 18 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 four 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 126 personal computers, 21 PDA devices, 20 laptops, 28 servers, 50 network printers, 61 cell phones, 160 digital phones, and 5 VoIP phones at all City offices.
- Complete the installation of email archiving software.
- Maintain backups of critical software and data.
- Complete the Police Department's migration to Montgomery County's radio communication, dispatching, and reporting system.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of digital phones supported	157	160	165
Number of cell phones supported	67	70	71
Number of voice mail boxes supported	192	200	200
Number of voice system moves, adds, and changes	150	100	130
Number of computers supported	125	126	135
Number of laptop computers supported	15	20	20
Number of printers and copiers	44	50	52
Number of Help Desk calls	319	400	450

# General Government

## Division Summary – Human Resources

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Human Resources	109,256	186,306	190,481	217,596
<b>Division Total</b>	<b>109,256</b>	<b>186,306</b>	<b>190,481</b>	<b>217,596</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	65,157	91,580	85,208	122,616
Fringe Benefits	17,854	28,276	28,172	29,530
Overtime	0	0	0	1,000
Contractual Labor	3,404	0	500	0
<b>Personnel Subtotal</b>	<b>86,415</b>	<b>119,856</b>	<b>113,880</b>	<b>153,146</b>
Supplies	1,176	2,900	1,900	7,100
Services and Charges	16,159	47,000	41,723	25,600
Miscellaneous	5,506	16,550	32,978	31,750
<b>Division Total</b>	<b>109,256</b>	<b>186,306</b>	<b>190,481</b>	<b>217,596</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	1.00	1.00	2.00	2.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Total Division FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY08	Adopted FY09
Human Resources Manager	1.00	1.00
Human Resources Specialist	0.00	1.00
<b>Division Total</b>	<b>1.00</b>	<b>2.00</b>

# 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 FY08:

- Division expenditures are expected to be \$4,175 more than budget.
- The variance is primarily attributable to higher than anticipated recruiting costs.

### FY09 Budget Highlights:

- Division expenditures are \$31,290 higher—an increase of 16.8 percent—compared to budgeted expenditures for FY08.
- The majority of the budgetary increase is attributable to funding for a performance management system, recruitment costs and funding the HR Specialist for an entire year.
- Approximately 70 percent of division expenditures are personnel related.
- Services and charges represent about 11.8 percent of division expenditures. This category includes the cost of the classification study referenced above and other contractual services.
- Approximately 14 percent of division expenditures are categorized as miscellaneous. This includes the cost of job announcements, background checks, and other employee recruitment costs.

### Management Objectives:

- Administer new on-line performance management system.
- Implement second phase of Intranet system.
  - policies
  - class specifications
  - on-line enrollment

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of employees participating in customer service training	65	0	100
Number of employees participating in diversity training	N/A	0	100
Number of employees participating in defensive driving training	15	28	20
Number of employees participating in City-sponsored Spanish language classes	17	15	10

# General Government

## Division Summary – City Clerk

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
City Clerk	167,618	177,490	182,320	220,656
<b>Division Total</b>	<b>167,618</b>	<b>194,513</b>	<b>182,320</b>	<b>220,656</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	107,942	114,869	116,313	123,224
Fringe Benefits	40,015	43,794	43,219	51,382
Overtime	980	2,500	1,172	2,500
Contractual Labor	0	0	0	0
<b>Personnel Subtotal</b>	<b>148,937</b>	<b>161,163</b>	<b>160,704</b>	<b>177,106</b>
Supplies	2,764	5,150	3,236	7,400
Services and Charges	10,894	20,700	11,980	28,200
Miscellaneous	5,023	7,500	6,400	7,950
<b>Division Total</b>	<b>167,618</b>	<b>194,513</b>	<b>182,320</b>	<b>220,656</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits				
<b>Total Division FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY08	Adopted FY09
City Clerk	1.00	1.00
Assistant City Clerk	1.00	1.00
<b>Division Total</b>	<b>2.00</b>	<b>2.00</b>

# 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 FY08:

- Division expenditures are expected to be approximately \$12,193 less than budget.
- The variance is primarily attributable to lower than anticipated costs for training, legal notices and supplies.

### FY09 Budget Highlights:

- Division expenditures are \$26,143 higher—an increase of 13.5 percent—compared to budgeted expenditures for FY08.
- The majority of the budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 80 percent of departmental expenditures are personnel related.

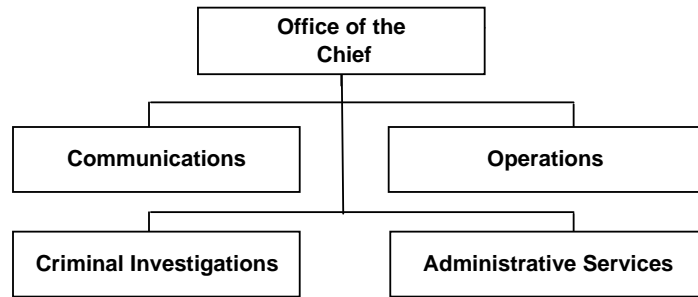
### Management Objectives:

- Coordinate with the City's Board of Elections to propose revisions to the City's elections law and plan for the November 2009 City election.
- Work with staff to address appropriate archiving, storage and disposition of records.

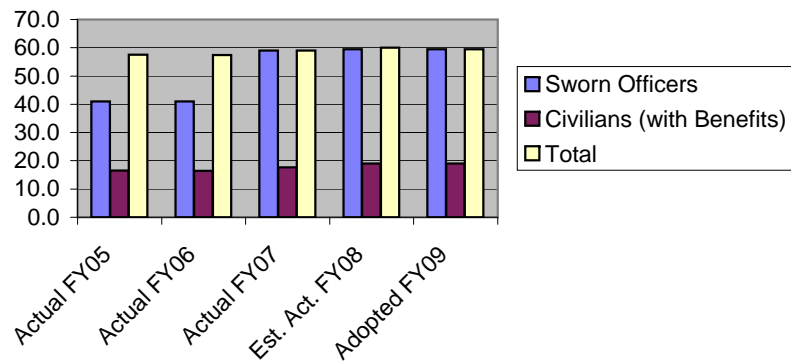
### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of candidates for office processed	3	8 (actual)	0
Percentage of voter turnout * 01/07 = Special Election	*16%	10.3% (actual)	20
Number of Council meetings supported	45	47	45
Number of other meetings supported	21	29	35

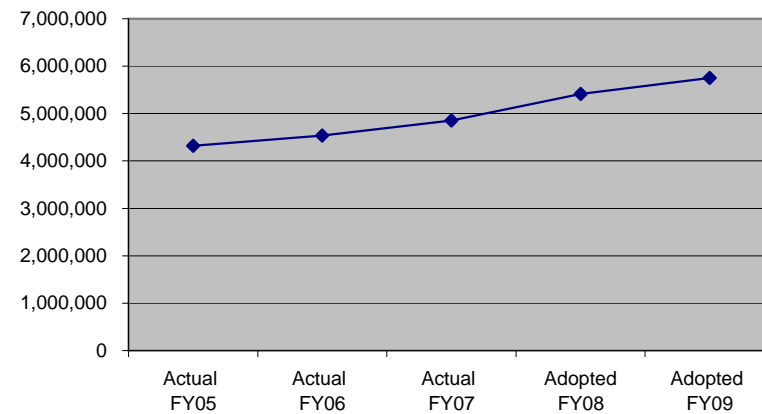
# Police



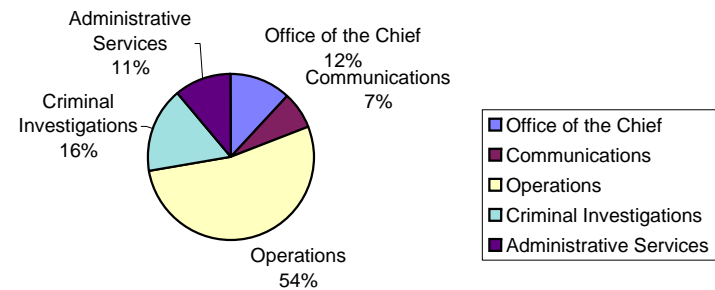
**Staffing Trend (FTEs)**



**Expenditure History**



**BUDGET BY DIVISION**



# Police

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Office of the Chief	400,232	505,346	580,966	685,923
Communications	305,746	407,785	381,221	416,410
Operations	2,997,520	3,027,720	2,926,055	3,058,103
Criminal Investigations	534,191	821,092	776,790	944,752
Administrative Services	612,730	652,461	613,075	645,732
<b>Department Total</b>	<b>4,850,419</b>	<b>5,414,404</b>	<b>5,278,107</b>	<b>5,750,920</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	2,864,890	3,185,474	3,188,638	3,338,883
Promotional Adjustments	0	15,000	0	34,262
Car and Clothing Allowances	81,682	70,440	64,253	79,840
Fringe Benefits	1,262,177	1,496,520	1,346,200	1,538,162
Overtime	197,929	138,500	190,240	185,500
Overtime--Training	49,866	38,000	53,596	43,500
Overtime--Holiday	13,334	17,750	17,325	20,250
Night Differential	53,475	44,000	43,594	52,000
Employee Recognition	151	0	0	0
<b>Personnel Subtotal</b>	<b>4,523,504</b>	<b>5,005,684</b>	<b>4,903,846</b>	<b>5,292,397</b>
Supplies	103,482	88,000	81,701	95,000
Services and Charges	145,866	232,520	208,855	271,823
Miscellaneous	77,567	88,200	83,705	91,700
<b>Department Total</b>	<b>4,850,419</b>	<b>5,414,404</b>	<b>5,278,107</b>	<b>5,750,920</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Police Protection (State)	403,947	400,000	408,564	410,000
Police Rebate	630,408	630,310	717,308	705,570
In Lieu of Police	2,322,023	2,322,023	2,322,023	2,322,023
In Lieu of Crossing Guard	163,193	163,193	163,193	163,193
Summons and Fines	171,894	170,000	163,000	220,000
Public Parking Facilities	21,665	30,000	26,000	26,000
Parking Permits	10,047	8,000	7,000	8,000
Parking Administrative Fees	10,878	7,000	5,000	6,000
<b>Subtotal</b>	<b>3,734,055</b>	<b>3,730,526</b>	<b>3,812,088</b>	<b>3,860,786</b>
General Fund	1,116,364	1,683,878	1,466,019	1,890,134
<b>Department Total</b>	<b>4,850,419</b>	<b>5,414,404</b>	<b>5,278,107</b>	<b>5,750,920</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Office of the Chief	2.50	2.50	3.50	3.50
Communications	6.00	6.00	6.00	6.00
Operations	33.00	34.00	33.00	33.00
Criminal Investigations	8.00	9.00	9.00	9.00
Administrative Services	9.48	8.48	8.00	8.00
<b>Department Total</b>	<b>58.98</b>	<b>59.98</b>	<b>59.50</b>	<b>59.50</b>



# 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 FY08:

- Departmental expenditures are expected to be \$136,297 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Departmental expenditures are \$336,516 higher—an increase of 6.2 percent—compared to budgeted expenditures for FY08.
- Authorized departmental FTEs remain unchanged.
- The authorized sworn police staffing is 41. Several years ago, the Council authorized the City Manager to “overhire” as circumstances warrant in the interest of keeping the department at full strength. The current sworn staffing level is 42. All 42 positions are funded in the budget.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$286,713 compared to budgeted expenditures for FY08.

- The City’s contribution rate to the Police Employees’ Retirement Plan is 31 percent. This exceeds the actuarially required rate of 29.13 percent to help reduce the unfunded liability more quickly.
- Services and charges account for about five percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$57,500. Telephone and cell phone charges total \$45,000. The unexpended monies for the Safe Takoma initiative, estimated to be \$49,123 as of June 30, 2008, were carried over.



# Police

## Division Summary – Office of the Chief

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Office of the Chief	400,232	505,346	580,966	685,923
<b>Division Total</b>	<b>400,232</b>	<b>505,346</b>	<b>580,966</b>	<b>685,923</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	157,701	182,502	280,518	279,378
Promotional Adjustments	0	15,000	0	34,262
Car and Clothing Allowances	1,300	1,300	1,300	2,800
Fringe Benefits	75,590	84,324	90,038	112,660
Overtime	410	500	0	500
Overtime--Training	0	0	0	0
Employee Recognition	151	0	0	0
<b>Personnel Subtotal</b>	<b>235,152</b>	<b>283,626</b>	<b>371,856</b>	<b>429,600</b>
Supplies	34,517	16,500	25,599	19,500
Services and Charges	61,711	130,020	109,548	159,123
Miscellaneous	68,852	75,200	73,963	77,700
<b>Division Total</b>	<b>400,232</b>	<b>505,346</b>	<b>580,966</b>	<b>685,923</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.50	2.50	3.50	3.50
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>2.50</b>	<b>2.50</b>	<b>3.50</b>	<b>3.50</b>

Position Title	Adopted FY08	Adopted FY09
Chief of Police	1.00	1.00
Captain	0.00	1.00
Executive Assistant/PIO	1.00	1.00
Accreditation Officer	0.50	0.50
<b>Division Total FTEs</b>	<b>2.50</b>	<b>3.50</b>

# 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 FY08:

- Division expenditures are expected to be \$75,620 more than budget.
- The variance is primarily attributable to personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$180,577 higher—an increase of 35.7 percent —compared to budgeted expenditures for FY08.
- The majority of the variance is attributable to personnel costs.
- Division FTEs, adjusted during FY08, remain unchanged.
- Approximately 63 percent of division expenditures are personnel related.
- Services and charges account for about 23 percent of division expenditures. This category includes funding for the Safe Takoma initiative, which was carried over from FY08; the monies (\$49,123) were previously accounted for in the miscellaneous category. Services and charges also include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$57,000.
- Approximately 11 percent of division expenditures are categorized as miscellaneous. This includes the cost of departmental training (\$35,000).

### 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
	2004	2005	2006	2007	
Homicide	0	0	5	1	1.2
Rape	2	6	2	6	5.9
Robbery	58	66	88	83	75.0
Aggravated Assault	28	17	26	41	30.3
Personal Crime (Total)	88	89	121	131	112.4
Burglary	133	144	115	147	141.8
Larceny	410	462	424	426	507.4
Motor Vehicle Theft	156	180	131	128	165.6
Property Crime (Total)	699	786	670	701	814.8
<b>UCR Part I Total</b>	<b>787</b>	<b>875</b>	<b>791</b>	<b>832</b>	<b>927.2</b>

# Police

## Division Summary – Communications

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Communications	305,746	407,785	381,221	416,410
<b>Division Total</b>	<b>305,746</b>	<b>407,785</b>	<b>381,221</b>	<b>416,410</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	195,296	254,435	266,116	263,439
Car and Clothing Allowances	1,560	2,280	2,640	2,880
Fringe Benefits	70,200	117,820	89,214	103,141
Overtime	20,685	7,000	8,244	11,000
Overtime--Training	1,519	1,000	53	1,000
Overtime--Holiday	1,509	2,250	0	2,250
Night Differential	6,326	8,000	0	8,000
<b>Personnel Subtotal</b>	<b>297,095</b>	<b>392,785</b>	<b>366,267</b>	<b>391,710</b>
Supplies	1,750	2,000	1,954	2,000
Services and Charges	6,901	13,000	13,000	22,700
Miscellaneous	0	0	0	0
<b>Division Total</b>	<b>305,746</b>	<b>407,785</b>	<b>381,221</b>	<b>416,410</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	6.00	6.00	6.00	6.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

Position Title	Adopted FY08	Adopted FY09
Senior Police Dispatcher	1.00	1.00
Police Dispatcher	5.00	5.00
<b>Division Total FTEs</b>	<b>6.00</b>	<b>6.00</b>

# 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 FY08:

- Division expenditures are expected to be \$26,564 less than budget.
- The variance is attributable to lower than anticipated personnel costs related to actual fringe benefit costs being less than anticipated.

### FY09 Budget Highlights:

- Division expenditures are \$8,625 higher—an increase of 2.1 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is attributable to increased costs for police radio systems.
- Division FTEs remain unchanged.
- Approximately 94 percent of division expenditures are personnel related.
- Services and charges represent about five percent of division expenditures. This category includes the cost of the modems for the in-car computer systems (\$22,700).

### Management Objectives:

- Complete the renovations 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 to ensure that all standards are being met.
- Complete installation of new voice recorder and establish procedures for its use which meets CALEA standards.

### Performance/Workload Measures:

Measurement	Calendar 2006	Calendar 2007	Projected FY08
Number of calls for service dispatched	16,569*	18,622	18,500

\* This number is revised from what was reported in last year's budget. The adoption of a new CAD system has created a new way of looking at overall CAD events and is more consistent with numbers reported to COG for annual crime report information.

# Police

## Division Summary – Operations

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Operations	2,997,520	3,027,720	2,926,055	3,058,103
<b>Division Total</b>	<b>2,997,520</b>	<b>3,027,720</b>	<b>2,926,055</b>	<b>3,058,103</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	1,826,367	1,876,673	1,784,300	1,866,550
Car and Clothing Allowances	68,980	55,880	49,913	55,880
Fringe Benefits	841,978	880,167	846,174	881,673
Overtime	133,731	100,000	126,127	120,000
Overtime--Training	46,027	35,000	52,637	40,000
Overtime--Holiday	6,339	11,000	7,463	9,000
Night Differential	42,216	33,000	38,303	39,000
<b>Personnel Subtotal</b>	<b>2,965,638</b>	<b>2,991,720</b>	<b>2,904,917</b>	<b>3,012,103</b>
Supplies	29,517	29,500	20,148	39,500
Services and Charges	1,420	5,000	990	5,000
Miscellaneous	945	1,500	0	1,500
<b>Division Total</b>	<b>2,997,520</b>	<b>3,027,720</b>	<b>2,926,055</b>	<b>3,058,103</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	33.00	34.00	33.00	33.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>33.00</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>

Position Title	Adopted FY08	Adopted FY09
Captain	1.00	0.00
Lieutenant	0.00	1.00
Sergeant	5.00	5.00
Police Officer	27.00	26.00
Nuisance Officer	1.00	1.00
<b>Division Total FTEs</b>	<b>34.00</b>	<b>33.00</b>

# 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 FY08:

- Division expenditures are expected to be \$101,665 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$30,383 higher—an increase of one percent—compared to budgeted expenditures for FY08.
- 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.
- 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 and DUI details during holiday seasons.
- Maintain vehicle fleet management and care of cars.
- Better communication and supervision of Patrol Sergeants.

### Performance/Workload Measures:

Measurement	Calendar 2006	Calendar 2007	Projected 2008
Hours of bike patrol	3.5	176	500
Hours of foot patrol	3,316.5	3,529	3,600
Number of DUI arrests	44	34	50
Number of criminal and warrant arrests	309	329	400
Number of calls for service handled	13,071	14,363	14,500
Number of traffic stops	3,498	4,259	5,000

# Police

## Division Summary – Criminal Investigations

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Criminal Investigations	534,191	821,092	776,790	944,752
<b>Division Total</b>	<b>534,191</b>	<b>821,092</b>	<b>776,790</b>	<b>944,752</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	339,902	530,135	497,950	577,947
Car and Clothing Allowances	5,442	6,500	6,500	11,200
Fringe Benefits	137,746	241,457	202,254	285,605
Overtime	33,320	25,000	46,924	45,000
Overtime--Training	720	500	510	1,000
Overtime--Holiday	4,415	4,500	9,862	9,000
Night Differential	3,276	3,000	5,290	5,000
<b>Personnel Subtotal</b>	<b>524,821</b>	<b>811,092</b>	<b>769,290</b>	<b>934,752</b>
Supplies	7,765	7,500	7,500	7,500
Services and Charges	13	500	0	500
Miscellaneous	1,592	2,000	0	2,000
<b>Division Total</b>	<b>534,191</b>	<b>821,092</b>	<b>776,790</b>	<b>944,752</b>

Staffing by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	9.00	9.00	9.00	9.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Position Title	Adopted FY08	Adopted FY09
Lieutenant	1.00	1.00
Sergeant	1.00	1.00
Police Officer	5.00	5.00
Victim Assistance Coordinator	1.00	1.00
Crime Analyst	1.00	1.00
<b>Division Total FTEs</b>	<b>9.00</b>	<b>9.00</b>



# 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 FY08:

- Division expenditures are expected to be \$44,302 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$123,660 higher—an increase of 15.1 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- 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 the City is not needed and that the City is no longer required to retain.
- Ensure investigations are completed in a timely manner.

### Performance/Workload Measures:

Measurement	Calendar 2006	Calendar 2007	Projected 2008
Number of cases assigned	313	370	385
Number of cases closed	88	102	110
Number of cases exceptionally cleared	20	21	25
Closure/clearance percentage	34.5	33	35
Number of search warrants obtained	7	9	12
Number of arrest warrants obtained	31	35	40
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	663	940	900
Number of court room accompaniments by Victim Assistance Coordinator	32	35	35

# Police

## Division Summary – Administrative Services

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administrative Services	612,730	652,461	613,075	645,732
<b>Division Total</b>	<b>612,730</b>	<b>652,461</b>	<b>613,075</b>	<b>645,732</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	345,624	341,729	359,755	351,569
Car and Clothing Allowances	4,400	4,480	3,900	7,080
Fringe Benefits	136,664	172,752	118,520	155,083
Overtime	9,781	6,000	8,944	9,000
Overtime--Training	1,600	1,500	396	1,500
Overtime--Holiday	1,071	0	0	0
Night Differential	1,657	0	0	0
<b>Personnel Subtotal</b>	<b>500,797</b>	<b>526,461</b>	<b>491,515</b>	<b>524,232</b>
Supplies	29,933	32,500	26,500	26,500
Services and Charges	75,821	84,000	85,318	84,500
Miscellaneous	6,179	9,500	9,742	10,500
<b>Division Total</b>	<b>612,730</b>	<b>652,461</b>	<b>613,075</b>	<b>645,732</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	9.48	8.48	8.00	8.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>9.48</b>	<b>8.48</b>	<b>8.00</b>	<b>8.00</b>

Position Title	Adopted FY08	Adopted FY09
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	0.00
Evidence Manager	0.50	0.50
<b>Division Total FTEs</b>	<b>8.48</b>	<b>8.00</b>

# 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 FY08:

- Division expenditures are expected to be \$39,386 less than budgeted expenditures.

### FY09 Budget Highlights:

- Division expenditures are \$6,729—a decrease of 1.03 percent—compared to budgeted expenditures for FY08.
- The budgetary decrease is primarily attributable to decrease cost of supplies.
- 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:

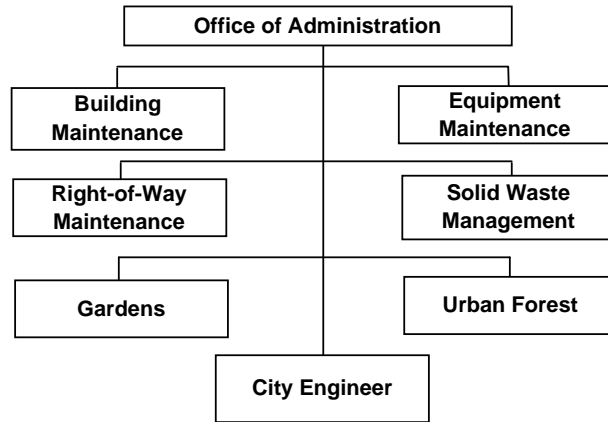
- Ensure that the evidence room meets the standards of the Commission on Accreditation for Law Enforcement (CALEA).
- Conduct an auction of all bicycles and abandoned property.

- Bid out towing services contract.
- Complete the renovation to communications and the change over to Montgomery County RMS.

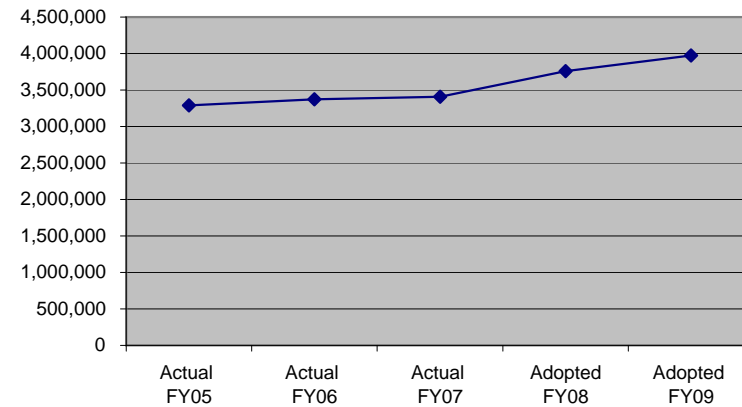
### Performance/Workload Measures:

Measurement	Calendar 2006	Calendar 2007	Projected 2008
Number of reports reviewed and entered into records management system	2,977	2,970	3,000
Number of warrants received and processed	365	372	390
Number of NCIC validations performed	1,191	1,052	1,100
Number of parking tickets processed	3,882	3,357	3,500

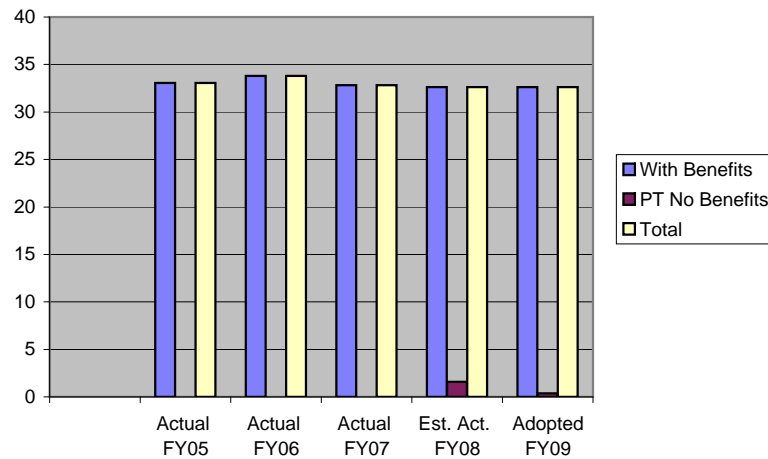
# Public Works



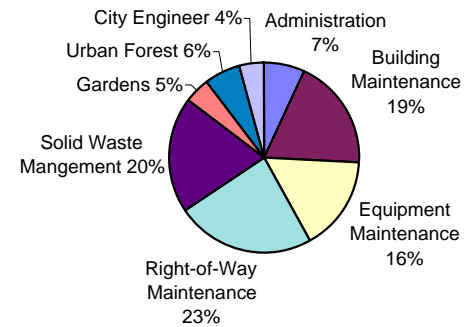
**Expenditure History**



**Staffing Trend (FTEs)**



**Budget by Division**



# Public Works

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	275,465	269,580	270,194	279,577
Building Maintenance	629,720	719,948	712,742	752,159
Equipment Maintenance	545,668	548,821	620,748	639,635
Right-of-Way Maintenance	799,603	867,462	840,141	936,305
Solid Waste Management	712,688	746,776	706,389	782,524
Gardens	132,895	171,005	162,132	180,707
Urban Forest	165,021	271,910	258,344	238,212
City Engineer	148,938	161,368	158,680	165,145
<b>Department Total</b>	<b>3,409,998</b>	<b>3,756,870</b>	<b>3,729,370</b>	<b>3,974,264</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	1,241,792	1,441,562	1,362,545	1,480,696
Fringe Benefits	431,063	542,238	483,887	569,128
Overtime	58,894	69,050	59,500	64,250
Contractual Labor	139,796	92,300	114,461	103,900
<b>Personnel Subtotal</b>	<b>1,871,545</b>	<b>2,145,150</b>	<b>2,020,393</b>	<b>2,217,974</b>
Supplies	625,951	713,820	775,663	757,400
Services and Charges	640,869	639,500	675,224	729,400
Miscellaneous	271,633	258,400	258,090	269,490
<b>Department Total</b>	<b>3,409,998</b>	<b>3,756,870</b>	<b>3,729,370</b>	<b>3,974,264</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Highway User Fees	605,141	616,382	603,581	601,472
In Lieu of Road Maintenance	442,624	442,624	442,624	442,624
Waste Collection Charges	68,580	65,000	60,145	61,000
Recyclable Sales	12,456	2,000	9,800	6,000
Mulch Sales	19,315	8,000	20,000	20,000
Special Trash Pickup Excavation/Driveway	8,461	8,000	8,000	8,000
Permits	1,700	1,800	1,300	1,500
Tree Permits	2,425	3,000	3,000	3,000
Tree Fund	0	10,000	10,000	10,000
<b>Subtotal</b>	<b>1,160,702</b>	<b>1,156,806</b>	<b>1,158,450</b>	<b>1,153,596</b>
General Fund	2,249,296	2,600,064	2,570,920	2,820,668
<b>Department Total</b>	<b>3,409,998</b>	<b>3,756,870</b>	<b>3,729,370</b>	<b>3,974,264</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	2.50	2.50	2.50	2.50
Building Maintenance	6.58	6.38	6.38	6.38
Equipment Maintenance	3.00	3.00	3.00	3.00
Right-of-Way Maintenance	8.00	8.00	8.00	8.00
Solid Waste Management	9.00	9.00	9.00	9.00
Gardens	2.00	2.00	2.00	2.00
Urban Forest	1.00	1.00	1.00	1.00
City Engineer	0.75	0.75	0.75	0.75

# 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 FY08:

- Departmental expenditures are expected to be \$27,500 lower than budget.

### FY09 Budget Highlights:

- Departmental expenditures are \$217,394 higher—an increase of 5.8 percent—compared to budgeted expenditures for FY08.
- Departmental FTEs remain unchanged.
- Approximately 56 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$72,824 compared to budgeted expenditures for FY08.
- Approximately 19 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.
- Supply costs are \$43,580 higher compared to budgeted expenditures for FY08. The variance is primary attributable to higher costs for gasoline and diesel, which increased \$55,000.

- Services and charges account for about 18 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and streetlighting costs; combined, these items total \$388,500. 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 \$227,000.



# Public Works

## Division Summary – Administration

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	275,465	269,580	270,194	279,577
<b>Division Total</b>	<b>275,465</b>	<b>269,580</b>	<b>270,194</b>	<b>279,577</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	142,967	146,724	143,457	152,861
Fringe Benefits	49,550	54,906	58,098	59,666
Overtime	33	250	0	250
Contractual Labor	3,558	500	5,261	500
<b>Personnel Subtotal</b>	<b>196,108</b>	<b>202,380</b>	<b>206,816</b>	<b>213,277</b>
Supplies	10,869	8,500	7,691	8,800
Services and Charges	45,700	49,200	45,287	46,700
Miscellaneous	22,788	9,500	10,400	10,800
<b>Division Total</b>	<b>275,465</b>	<b>269,580</b>	<b>270,194</b>	<b>279,577</b>

Staffing Summary by Position Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.50	2.50	2.50	2.50
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

Position Title	Adopted FY08	Adopted FY09
Director of Public Works	1.00	1.00
Office Assistant	1.00	1.00
Administrative Assistant	0.50	0.50
<b>Division Total FTEs</b>	<b>2.50</b>	<b>2.50</b>



# 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 FY08:

- No significant variance from budgeted expenditures.

### FY09 Budget Highlights:

- Division expenditures are \$9,997 higher – an increase of 3.7 percent – compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Other major division expenditures include the cost of telephone service, radio charges, and office supplies.

### Management Objectives:

- Ensure that the office is appropriately staffed during all hours of operation to provide timely and quality customer service to callers and walk-in customers.
- Manage the processing of permit applications for driveway aprons, use of the right-of-way, tree removal, tree protection, and stormwater management for construction.
- Schedule mulch deliveries and bulk refuse collection. Ensure that correct payment is received and transferred to the Finance Department.

- 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 FY07	Estimated FY08	Projected FY09
Permits processed	79	60	60

Does not include stormwater permits, tree removal and tree protection permits; those are in related budgets.



# Public Works

## Division Summary – Building Maintenance

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Building Maintenance	629,720	719,948	712,742	752,159
<b>Division Total</b>	<b>629,720</b>	<b>719,948</b>	<b>712,742</b>	<b>752,159</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	222,006	269,213	263,105	262,209
Fringe Benefits	64,942	107,495	78,906	91,710
Overtime	16,588	9,000	5,000	5,000
Contractual Labor	17,937	2,240	2,200	2,240
<b>Personnel Subtotal</b>	<b>321,473</b>	<b>387,948</b>	<b>349,211</b>	<b>361,159</b>
Supplies	53,713	51,000	57,932	56,000
Services and Charges	254,045	278,000	304,099	332,000
Miscellaneous (Training)	489	3,000	1,500	3,000
<b>Division Total</b>	<b>629,720</b>	<b>719,948</b>	<b>712,742</b>	<b>752,159</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	5.00	6.00	6.00	6.00
FTEs without benefits	1.58	0.38	0.38	0.38
<b>Division Total</b>	<b>6.58</b>	<b>6.38</b>	<b>6.38</b>	<b>6.38</b>

Position Title	Adopted FY08	Adopted FY09
Facilities Manager	1.00	1.00
Building Maintenance Specialist	1.00	1.00
Custodial Leader	1.00	1.00
Building Maintenance Technician	3.68	3.68
<b>Division Total FTEs</b>	<b>6.38</b>	<b>6.38</b>

# 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 FY08:

- Division expenditures are expected to be \$7,206 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$32,211 higher – an increase of 4.5 percent – compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to higher utility costs.
- Approximately 48 percent of division expenditures are personnel related.
- Utility costs for the various City-owned facilities total \$201,000 or about 27 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, lobby areas and community rooms.
- Maintain all building equipment (lighting, plumbing, heating, and cooling) in a manner that meets the needs of building users. Respond to routine requests for service within 24 hours and as soon as 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 FY07	Estimated FY08	Projected FY09
Expenditures for Facility Mnt by Contractor	\$112,870	\$95,000	\$90,000
Expenditures for Facility Mnt. In-House (not including salary)	\$50,000	\$52,000	\$50,000
Staff Hours dedicated to cleaning/week	177	179	179

# Public Works

## Division Summary – Equipment Maintenance

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Equipment Maintenance	545,668	548,821	620,748	639,635
<b>Division Total</b>	<b>545,668</b>	<b>548,821</b>	<b>620,748</b>	<b>639,635</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	166,275	171,578	176,125	182,019
Fringe Benefits	48,088	51,943	51,353	59,676
Overtime	4,997	5,000	5,000	5,000
<b>Personnel Subtotal</b>	<b>219,360</b>	<b>228,521</b>	<b>232,478</b>	<b>246,695</b>
Supplies	312,825	305,800	376,070	378,100
Services and Charges	12,621	12,000	11,000	11,600
Miscellaneous	862	2,500	1,200	3,240
<b>Division Total</b>	<b>545,668</b>	<b>548,821</b>	<b>620,748</b>	<b>639,635</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY08	Adopted FY09
Equipment Maintenance Supervisor	1.00	1.00
Mechanic	2.00	2.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# 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 FY08:

- Division expenditures are expected to be \$71,927 over budget.
- The variance is primarily attributable to higher than anticipated costs for gasoline and diesel and outside repair of City vehicles.

### FY09 Budget Highlights:

- Division expenditures are \$90,814 higher – an increase of 16.6 percent – compared to budgeted expenditures for FY08.
- 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 39 percent of division expenditures are personnel related.
- Gasoline and diesel costs total \$213,000 or about 33 percent of division expenditures.
- Repair and maintenance materials and outside labor and parts total \$138,000, 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 two percent.
- Provide preventative maintenance services in accordance with the manufacturer's recommended schedules.
- Track mileage and maintenance costs to ensure that vehicles are scheduled for replacement in accordance with the City's Vehicle Replacement Policy.
- Maintain refueling station in a manner that meets all federal and state requirements.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of vehicles maintained	74	73	73
Number of vehicles purchased	21	8	7
Pieces of equipment purchased	2	3	2
Number of vehicle/ equipment work orders	811	821	850
Number of preventative maintenance performed	166	211	220

# Public Works

## Division Summary – Right of Way Maintenance

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Right-of-Way Maintenance	799,603	867,462	840,141	936,305
<b>Division Total</b>	<b>799,603</b>	<b>867,462</b>	<b>840,141</b>	<b>936,305</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	242,361	310,232	284,309	322,032
Fringe Benefits	107,370	133,890	109,904	140,953
Overtime	14,119	20,000	18,000	20,000
Contractual Labor	46,515	45,240	49,000	47,520
<b>Personnel Subtotal</b>	<b>410,365</b>	<b>509,362</b>	<b>461,213</b>	<b>530,505</b>
Supplies	135,015	157,300	145,000	155,500
Services and Charges	238,960	187,300	216,838	229,800
Miscellaneous	15,263	13,500	17,090	20,500
<b>Division Total</b>	<b>799,603</b>	<b>867,462</b>	<b>840,141</b>	<b>936,305</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	8.00	8.00	8.00	8.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

Position Title	Adopted FY08	Adopted FY09
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
<b>Division Total</b>	<b>8.00</b>	<b>8.00</b>

# 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 FY08:

- Division expenditures are expected to be \$27,321 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$68,843 higher—an increase of 7.9 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to personnel costs and streetlighting costs.
- Division FTEs remain unchanged.
- Approximately 57 percent of division expenditures are personnel related.
- Approximately 17 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$58,000), parks (\$42,000), and snow removal materials (\$30,000),
- Services and charges account for approximately 25 percent of division expenditures. This category includes the electrical costs for streetlights, which total \$185,000.

### 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 FY07	Estimated FY08	Projected FY09
Tons of leaves collected	2,100	2,100	2,000
Number of mulch sales—in City delivery	272	280	280
Number of mulch sales—outside City deliveries	93	100	100
# of streets receiving preventative maintenance	6	10	10
# of street sweeping cycles annually	10	12	16

# Public Works

# Public Works

## Division Summary – Solid Waste Management

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Solid Waste Management	712,688	746,776	777,465	782,524
<b>Division Total</b>	<b>712,688</b>	<b>746,776</b>	<b>706,389</b>	<b>782,524</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	290,272	328,552	292,596	336,385
Fringe Benefits	107,992	124,554	124,554	149,399
Overtime	19,622	32,000	28,000	30,000
Contractual Labor	41,280	4,320	18,000	8,640
<b>Personnel Subtotal</b>	<b>459,166</b>	<b>489,426</b>	<b>463,150</b>	<b>524,424</b>
Supplies	8,048	12,200	11,589	12,000
Services and Charges	16,043	19,500	7,000	18,100
Miscellaneous	229,431	225,650	224,650	228,000
<b>Division Total</b>	<b>712,688</b>	<b>746,776</b>	<b>706,389</b>	<b>782,524</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	9.00	9.00	9.00	9.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Position Title	Adopted FY08	Adopted FY09
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
<b>Division Total FTEs</b>	<b>9.00</b>	<b>9.00</b>



# 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 FY08:

- Division expenditures are expected to be \$40,387 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$35,748 higher—an increase of 4.8 percent —compared to budgeted expenditures for FY08.
- The variance is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 67 percent of division expenditures are personnel related.
- Approximately 29 percent of division expenditures are categorized as miscellaneous. This cost center includes \$228,000 for solid waste tipping fees and recycling expenses.

### Management Objectives:

- Provide once a week collection of refuse and recycling at curbside.
- At the house, collection available for handicapped or elderly.

- 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 FY07	Estimated FY08	Projected FY09
Tons of trash	4,222	4,300	4,300
Tons of paper recycled	950	1,000	1,000
Tons of commingled recycling	430	440	440
Tons of yard waste collected	410	420	420
# of ROW containers serviced	93	95	100

# Public Works

## Division Summary – Gardens

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Gardens	132,895	171,005	162,132	180,707
<b>Division Total</b>	<b>132,895</b>	<b>171,005</b>	<b>162,132</b>	<b>180,707</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	63,455	74,681	74,758	79,389
Fringe Benefits	21,472	31,574	24,124	27,868
Overtime	1,244	2,500	2,500	3,000
Contractual Labor	30,508	40,000	40,000	45,000
<b>Personnel Subtotal</b>	<b>116,679</b>	<b>148,755</b>	<b>141,382</b>	<b>155,257</b>
Supplies	13,148	17,000	17,000	21,000
Services and Charges	2,839	4,000	3,000	3,200
Miscellaneous	229	1,250	750	1,250
<b>Division Total</b>	<b>132,895</b>	<b>171,005</b>	<b>162,132</b>	<b>180,707</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY08	Adopted FY09
City Gardener	1.00	1.00
Maintenance Technician	1.00	1.00
<b>Division Total FTEs</b>	<b>2.00</b>	<b>2.00</b>

# 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 FY08:

- Division expenditures are expected to be \$8,873 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$9,702 higher—an increase of 5.7 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 86 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 FY07	Estimated FY08	Projected FY09
# of new gardens created	5	12	7

# Public Works

## Division Summary – Urban Forest

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Urban Forest	165,021	271,910	258,344	238,212
<b>Division Total</b>	<b>165,021</b>	<b>271,910</b>	<b>258,344</b>	<b>238,212</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	49,375	69,693	60,202	71,859
Fringe Benefits	19,134	17,397	16,261	18,653
Overtime	2,290	300	1,000	1,000
Temporary Assistance				
<b>Personnel Subtotal</b>	<b>70,799</b>	<b>87,390</b>	<b>77,463</b>	<b>91,512</b>
Supplies	90,623	162,020	160,380	126,000
Services and Charges	1,044	19,500	18,000	18,000
Miscellaneous	2,555	3,000	2,501	2,700
<b>Division Total</b>	<b>165,021</b>	<b>271,910</b>	<b>258,344</b>	<b>238,212</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	1.00	1.00	1.00	1.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Position Title	Adopted FY08	Adopted FY09
City Arborist	1.00	1.00
<b>Division Total FTEs</b>	<b>1.00</b>	<b>1.00</b>

# 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 FY08:

- Division expenditures are expected to be \$13,566 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$33,698 lower—a decrease of 12.4 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to the reduction of tree planting.
- Division FTEs remain unchanged.
- Approximately 39 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.

### 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 FY07	Estimated FY08	Projected FY09
Number of trees removed by permit	117	80	80
Number of tree protection plan permits	58	60	50
Waivers issued by City Arborist	107	150	150
Number of trees planted in the Right of Way	60	100	60
# of municipal infraction citations issued.	20	50	50

# Public Works

## Division Summary – City Engineer

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
City Engineer	148,938	161,368	158,680	165,145
<b>Division Total</b>	<b>148,938</b>	<b>161,368</b>	<b>158,680</b>	<b>165,145</b>

Division Expenditures by Type	Actual FY07	Adopted FY07	Estimated FY08	Adopted FY09
Wages	65,081	70,889	67,991	73,942
Fringe Benefits	12,515	20,479	20,689	21,203
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>77,596</b>	<b>91,368</b>	<b>88,680</b>	<b>95,145</b>
Supplies	0	0	0	0
Services and Charges	71,324	70,000	70,000	70,000
Miscellaneous	18	0	0	0
<b>Division Total</b>	<b>148,938</b>	<b>161,368</b>	<b>158,680</b>	<b>165,145</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

Position Title	Adopted FY08	Adopted FY09
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
<b>Division Total FTEs</b>	<b>0.75</b>	<b>0.75</b>

# 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 FY08:

- Division expenditures are expected to be \$2,688 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$3,777 higher—an increase of 2.3 percent—compared to budgeted expenditures for FY08.
- The variance is attributable to personnel costs.
- 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:

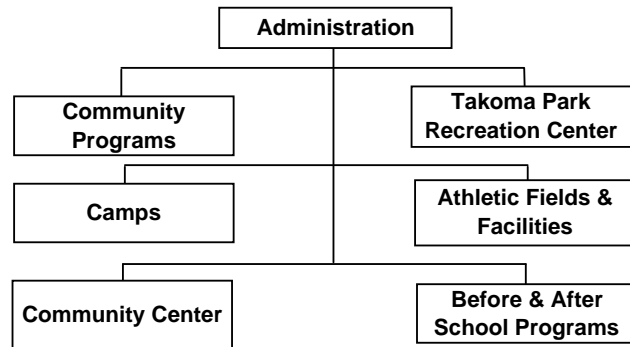
- Oversee street restoration program based on funding allocation. Provide 72 hours' public notice prior to commencement of construction.

- 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.

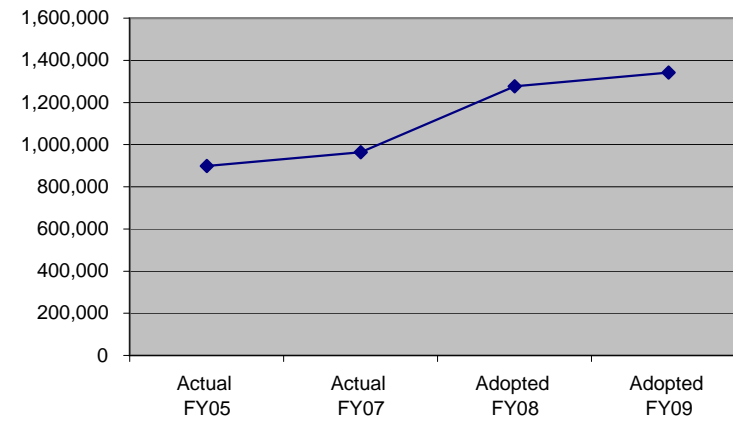
### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Miles of road resurfaced	1.2	.63	.36
Linear feet of curb/gutter replaced	5,368	500	1500
Square yards of sidewalk repaired	1,431	500	500

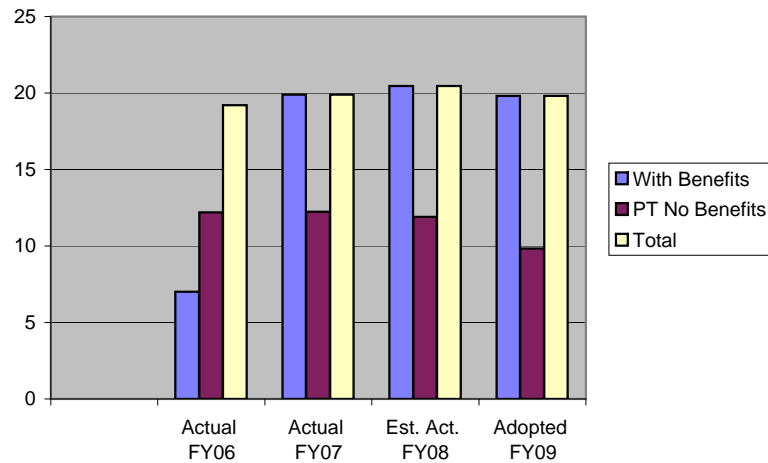
# Recreation



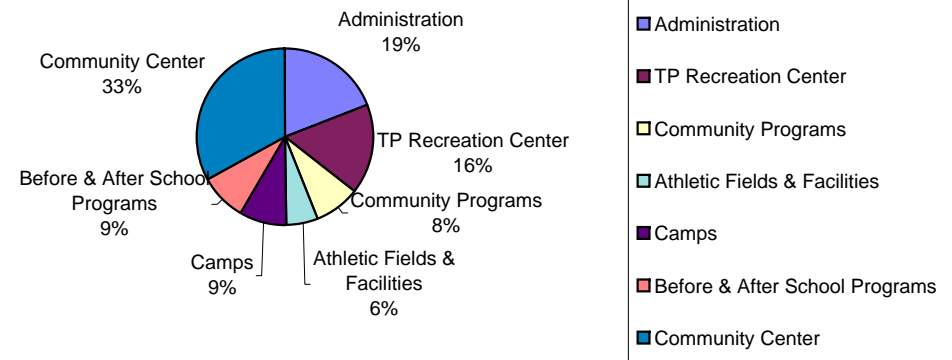
**Expenditure History**



**Staffing Trend (FTEs)**



**BUDGET BY DIVISION**





# Recreation

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	424,397	242,840	223,465	256,488
Takoma Park Recreation Center	145,481	227,446	164,504	219,647
Community Programs	78,943	114,813	95,574	112,559
Athletic Fields and Facilities	31,696	73,894	62,633	78,230
Camps	66,159	103,356	76,981	114,346
Before and After School Programs	42,605	98,415	98,323	116,297
Community Center	175,188	415,693	359,951	444,501
<b>Department Total</b>	<b>964,469</b>	<b>1,276,457</b>	<b>1,081,431</b>	<b>1,342,068</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	566,935	750,809	627,531	775,268
Fringe Benefits	145,809	222,648	174,539	253,600
Overtime	2,550	4,700	4,070	6,200
<b>Personnel Subtotal</b>	<b>715,294</b>	<b>978,157</b>	<b>806,140</b>	<b>1,035,068</b>
Supplies	13,746	30,200	29,151	30,100
Services and Charges	179,635	195,600	182,042	199,000
Miscellaneous	55,794	72,500	64,098	77,900
<b>Department Total</b>	<b>964,469</b>	<b>1,276,457</b>	<b>1,081,431</b>	<b>1,342,068</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Takoma/Langley Recreation Agreement	100,000	125,000	125,000	125,000
Program/Service Charges	306,631	245,500	256,200	262,000
<b>Subtotal</b>	<b>406,631</b>	<b>370,500</b>	<b>381,200</b>	<b>387,000</b>
General Fund	557,838	905,957	700,231	955,068
<b>Department Total</b>	<b>964,469</b>	<b>1,276,457</b>	<b>1,081,431</b>	<b>1,342,068</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	6.38	2.63	2.63	2.63
Takoma Park Recreation Center	4.39	4.99	4.99	4.09
Community Programs	1.00	1.40	1.40	1.40
Athletic Fields and Facilities	0.00	0.25	0.25	0.25
Camps	1.91	2.14	2.14	2.14
Before & After School Programs	1.91	2.21	2.21	2.21
Community Center	4.31	6.83	6.83	7.10
<b>Department Total</b>	<b>19.90</b>	<b>20.45</b>	<b>20.45</b>	<b>19.82</b>

# 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 FY08:

- Departmental expenditures are expected to be \$195,026 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs.

### FY09 Budget Highlights:

- Departmental expenditures are \$65,611 higher—an increase of 5.1 percent—compared to budgeted expenditures for FY08.
- Departmental FTEs decrease by 0.63.
- Approximately 77 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$56,911 compared to budgeted expenditures for FY08.

- 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 (\$68,000), 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 FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	424,397	242,840	223,465	256,488
<b>Division Total</b>	<b>424,397</b>	<b>242,840</b>	<b>223,465</b>	<b>256,488</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	289,535	154,213	140,718	158,367
Fringe Benefits	91,444	44,427	41,435	51,021
Overtime	807	800	600	2,500
<b>Personnel Subtotal</b>	<b>381,786</b>	<b>199,440</b>	<b>182,753</b>	<b>211,888</b>
Supplies	2,806	6,200	5,458	6,300
Services and Charges	30,250	27,900	26,556	28,300
Miscellaneous	9,555	9,300	8,698	10,000
<b>Division Total</b>	<b>424,397</b>	<b>242,840</b>	<b>223,465</b>	<b>256,488</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	6.00	2.25	2.25	2.25
FTEs without benefits	0.38	0.38	0.38	0.38
<b>Division Total</b>	<b>6.38</b>	<b>2.63</b>	<b>2.63</b>	<b>2.63</b>

Position Title	Adopted FY08	Adopted FY09
Recreation Director	0.70	0.70
Assistant Recreation Director	0.40	0.40
Recreation Manager	0.15	0.15
Staff Assistant	1.00	1.00
Temporary Staff	0.38	0.38
<b>Division Total FTEs</b>	<b>2.63</b>	<b>2.63</b>

# 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 FY08:

- Division expenditures are expected to be \$19,375 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$13,648 higher - a 5.6 percent increase compared to budgeted expenditures for FY08.
- The variance is primarily attributable to personnel costs.
- 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.
- Approximately 83 percent of division expenditures are personnel related.
- Charges categorized as Miscellaneous account for about four percent of division expenditures. This category includes expenses such as staff training, conferences and association dues.

### Management Objectives:

- 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.
- Develop career staff through participation in the National Recreation and Parks Association's conference in Baltimore.
- Implement new recreation registration software. Accommodate on line registration and credit card payments.
- Refine Emergency Action Plan for all recreation department programs.

# Recreation

## Division Summary – Takoma Park Recreation Center

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Takoma Park Rec Center	145,481	227,446	164,504	219,647
<b>Division Total</b>	<b>145,481</b>	<b>227,446</b>	<b>164,504</b>	<b>219,647</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	101,982	157,265	105,632	139,086
Fringe Benefits	19,385	34,081	24,922	47,161
Overtime	557	1,000	700	1,000
<b>Personnel Subtotal</b>	<b>121,924</b>	<b>192,346</b>	<b>131,254</b>	<b>187,247</b>
Supplies	2,623	3,500	3,500	3,500
Services and Charges	16,079	24,300	24,050	21,300
Miscellaneous	4,855	7,300	5,700	7,600
<b>Division Total</b>	<b>145,481</b>	<b>227,446</b>	<b>164,504</b>	<b>219,647</b>

	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
<b>Staffing Summary by Position Type</b>				
FTEs with benefits	1.00	1.60	1.60	1.45
FTEs without benefits	3.39	3.39	3.39	2.64
<b>Total Division FTEs</b>	<b>4.39</b>	<b>4.99</b>	<b>4.99</b>	<b>4.09</b>

Position Title	Adopted FY08	Adopted FY09
Recreation Director	0.10	0.10
Assistant Recreation Director	0.25	0.25
Senior Recreation Manager	0.15	0.00
Recreation Manager	0.10	0.10
Recreation Program Coordinator	1.00	1.00
Seasonal Staff	3.39	2.64
<b>Division Total FTEs</b>	<b>4.99</b>	<b>4.09</b>

# 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 FY08:

- Division expenditures are expected to be \$62,942 less than budget.
- The variance is primarily attributable to less than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$7,799 lower—a decrease of 3.4 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to adjusted personnel costs.
- Approximately 85 percent of division expenditures are personnel related.
- Charges categorized as Miscellaneous account for about three percent of division expenditures. This classification includes certain programmatic costs such as teen trips and programs and expenditures for department sponsored special events
- Services and charges represent about ten percent of division expenditures. This category includes the cost of contractors who conduct programs at Takoma Park Recreation Center and telephone costs for the facility.

### Management Objectives:

- Explore and initiate physical improvements for the Center in collaboration with the Maryland-National Capital Park and Planning Commission.
- Increase program offerings for youth and adults by adding four new programs.
- Develop partnerships with the local business community for teen or other program support.
- Provide shuttle service between the Recreation Center and Community Center twice a month for special teen events.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of new programs	4	12	4
Number of new business partnerships established	0	1	2
Number of bus shuttle trips between TPRC and TPCC	0	0	24

# Recreation

## Division Summary – Community Programs

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Community Programs	78,943	114,813	95,574	112,559
<b>Division Total</b>	<b>78,943</b>	<b>114,813</b>	<b>95,574</b>	<b>112,559</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	35,390	57,790	46,952	56,844
Fringe Benefits	17,289	27,323	23,022	23,515
Overtime	1,131	1,200	1,000	1,200
<b>Personnel Subtotal</b>	<b>53,810</b>	<b>86,313</b>	<b>70,974</b>	<b>81,559</b>
Supplies	1,035	3,000	3,000	3,000
Services and Charges	4,476	4,000	3,500	4,000
Miscellaneous	19,622	21,500	18,100	24,000
<b>Division Total</b>	<b>78,943</b>	<b>114,813</b>	<b>95,574</b>	<b>112,559</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	1.00	1.40	1.40	1.40
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>1.00</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>

Position Title	Adopted FY08	Adopted FY09
Recreation Program Coordinator	1.00	1.00
Senior Recreation Manager	0.20	0.20
Recreation Manager	0.20	0.20
<b>Division Total FTEs</b>	<b>1.40</b>	<b>1.40</b>

# Recreation

## Division – Community Programs

### Division Purpose:

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

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$19,239 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$2,254 lower—a decrease of 1.96 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to the hiring of a new employee at an entry level salary.
- Approximately 73 percent of division expenditures are personnel related.
- Charges categorized as Miscellaneous account for about 21 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, sports programs and Fun Days.

### Management Objectives:

- Initiate three new sports offerings such as golf, lacrosse and outdoor volleyball to appeal to a broader audience.
- Enhance community involvement by offering special outdoor events such as Movies on the Lawn.
- Implement the Hershey Track and Field event in Takoma Park.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of new outdoor recreation programs	1	6	3
Number of new adult recreation programs	1	6	2
Number of new sports programs	N/A	N/A	3
Hershey Track and Field Event	No	No	Yes



# Recreation

## Division Summary – Athletic Fields & Facilities

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Athletic Fields and Facilities	31,696	73,894	62,633	78,230
<b>Division Total</b>	<b>31,696</b>	<b>73,894</b>	<b>62,633</b>	<b>78,230</b>

Division Expenditures by Type	Actual FY07	Adopted FY087	Estimated FY08	Adopted FY09
Wages	0	13,310	13,686	15,269
Fringe Benefits	0	5,584	5,447	7,961
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>0</b>	<b>18,894</b>	<b>19,133</b>	<b>23,230</b>
Supplies (Contracts)	31,696	55,000	43,500	55,000
Services and Charges	0	0	0	0
Miscellaneous	0	0	0	0
<b>Division Total</b>	<b>31,696</b>	<b>73,894</b>	<b>62,633</b>	<b>78,230</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.00	0.25	0.25	0.25
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>0.00</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

Position Title	Adopted FY08	Adopted FY09
Senior Recreation Manager	0.25	0.25
<b>Division Total FTEs</b>	<b>0.25</b>	<b>0.25</b>

# 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 FY08:

- Division expenditures are expected to be \$11,261 less than budget.
- The variance is attributable to less than anticipated costs for the rental of school facilities and contracts.

### FY09 Budget Highlights:

- Division expenditures are \$4,336 higher—an increase of 5.9 percent —compared to budgeted expenditures for FY08.
- The variance is attributable to the salary and fringe benefits increases.
- Approximately 30 percent of division expenditures are personnel related.
- Services and charges represent about 70 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:

- Coordinate with Maryland National Park and Planning Commission to finalize design of the skate park located at the Takoma-Piney Branch Local Park. Recruit community members for Youth Corps, a community based committee for the marketing, maintenance and operation of the new skate park.
- Incorporate Jequie Park renovation into annual turf maintenance program.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of seeding applications	1	4	4
Number of youth involved in skate park design and Youth Corps.	N/A	4	12

# Recreation

## Division Summary – Camps

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Camps	66,159	103,356	76,981	114,346
<b>Division Total</b>	<b>66,159</b>	<b>103,356</b>	<b>76,981</b>	<b>114,346</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	30,976	57,156	35,589	62,246
Fringe Benefits	3,816	12,200	7,103	15,300
Overtime	23	0	253	0
<b>Personnel Subtotal</b>	<b>34,815</b>	<b>69,356</b>	<b>42,945</b>	<b>77,546</b>
Supplies	2,333	2,000	2,000	2,000
Services and Charges	17,475	19,200	19,236	20,200
Miscellaneous	11,536	12,800	12,800	14,600
<b>Division Total</b>	<b>66,159</b>	<b>103,356</b>	<b>76,981</b>	<b>114,346</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.00	0.47	0.47	0.47
FTEs without benefits	1.91	1.67	1.67	1.67
<b>Division Total</b>	<b>1.91</b>	<b>2.14</b>	<b>2.14</b>	<b>2.14</b>

Position Title	Adopted FY08	Adopted FY09
Assistant Recreation Director	0.05	0.05
Recreation Manager	0.20	0.20
Recreation Program Coordinator	0.22	0.22
Seasonal Staff	1.67	1.67
<b>Division Total FTEs</b>	<b>2.14</b>	<b>2.14</b>

# Recreation

## Division – Camps

### Division Purpose:

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

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$26,375 less than budget.
- The variance is attributable to less than anticipated personnel and contractual costs.

### FY09 Budget Highlights:

- Division expenditures are \$10,990 higher—an increase of 10.6 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to personnel costs and rising costs of transportation/gasoline.
- Approximately 68 percent of division expenditures are personnel related.
- Services and charges represent about 18 percent of division expenditures. This category includes contractual costs for special programs and transportation.
- Expenditures categorized as Miscellaneous account for approximately 13 percent of division expenditures. This category includes certain programmatic costs such as staff training 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.
- Develop and distribute a participant evaluation for children attending day camp.
- Increase customer satisfaction rating of the City's summer and Spring Break camps.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of participants in Counselor in Training Program	0	6	8
Percentage of favorable ratings for Spring Break Camp	N/A	70	75
Percentage of evaluations returned for Spring Break Camp	5	28	30
Percentage of favorable ratings for Summer Camp	N/A	70	75
Percentage of evaluations returned for Summer Camp	5	28	30

# Recreation

## Division Summary – Before & After School Programs

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Before and After School Programs	42,605	98,415	98,323	116,297
<b>Division Total</b>	<b>42,605</b>	<b>98,415</b>	<b>98,323</b>	<b>116,297</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	29,324	64,451	64,270	75,184
Fringe Benefits	3,740	21,964	21,936	28,813
Overtime	30	0	317	0
<b>Personnel Subtotal</b>	<b>33,094</b>	<b>86,415</b>	<b>86,523</b>	<b>103,997</b>
Supplies	4,071	5,000	4,800	5,300
Services and Charges	5,423	6,400	6,400	6,400
Miscellaneous	17	600	600	600
<b>Division Total</b>	<b>42,605</b>	<b>98,415</b>	<b>98,323</b>	<b>116,297</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.00	1.00	1.00	1.00
FTEs without benefits	1.91	1.00	1.21	1.21
<b>Division Total</b>	<b>1.91</b>	<b>2.21</b>	<b>2.21</b>	<b>2.21</b>

Position Title	Adopted FY08	Adopted FY09
Assistant Recreation Director	0.10	0.10
Recreation Manager	0.25	0.25
Recreation Program Specialist	0.66	0.66
Seasonal Staff	1.20	1.20
<b>Division Total FTEs</b>	<b>2.21</b>	<b>2.21</b>

# 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 Center.

### Adopted to Estimated Actual FY08:

- No significant variances from budgeted expenses.

### FY09 Budget Highlights:

- Division expenditures are \$17,882 higher—an increase of 18.2 percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to increases in salaries and fringe benefits.
- Approximately 89 percent of division expenditures are personnel related.

### Management Objectives:

- Ensure that all after-school program staff receives at least six hours of training per year.
- Increase customer satisfaction with the before- and after-school care programs by receiving 70 percent or better favorable ratings.
- Include an obesity prevention or healthy lifestyles curriculum in the after-school care program.
- Explore feasibility of obtaining childcare license from the state.
- Include a foreign language component in Afternoon Addition.

### Performance/Workload Measures:

Measurement	Estimated FY07	Estimated FY08	Projected FY09
Percentage of staff receiving six hours of training	17	100	100
Percentage of evaluations returned	5	25	30
Healthy lifestyle curriculum	No	Yes	Yes
Foreign language component	No	No	Yes
Percentage of favorable ratings for Before/After Care	0	70	75

# Recreation

## Division Summary – Takoma Park Community Center

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Community Center	175,188	415,693	359,951	444,501
<b>Division Total</b>	<b>175,188</b>	<b>415,693</b>	<b>359,951</b>	<b>444,501</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	79,853	246,624	220,685	268,272
Fringe Benefits	10,136	77,069	50,673	79,829
Overtime	585	1,700	1,200	1,500
<b>Personnel Subtotal</b>	<b>90,574</b>	<b>325,393</b>	<b>272,558</b>	<b>349,601</b>
Supplies	70,259	10,500	10,393	10,000
Services and Charges	4,586	58,800	58,800	63,800
Miscellaneous	9,769	21,000	18,200	21,100
<b>Division Total</b>	<b>175,188</b>	<b>415,693</b>	<b>359,951</b>	<b>444,501</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.00	3.65	3.65	3.65
FTEs without benefits	4.31	3.18	3.18	3.45
<b>Division Total</b>	<b>4.31</b>	<b>6.83</b>	<b>6.83</b>	<b>7.10</b>

Position Title	Adopted FY08	Adopted FY09
Recreation Director	0.20	0.20
Assistant Recreation Director	0.20	0.20
Senior Recreation Manager	0.40	0.40
Recreation Manager	1.10	1.10
Facilities Coordinator	1.00	1.00
Program Coordinator--Seniors	0.75	.75
Part-Time Staff	3.18	3.45
<b>Division Total FTEs</b>	<b>6.83</b>	<b>7.10</b>

# 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 as contractors.

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$55,742 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$28,808 higher—an increase of seven percent—compared to budgeted expenditures for FY08.
- The variance is primarily attributable to increased personnel costs and an increase in the number of contractors hired for the Community Center.
- Approximately 79 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 (\$63,000).
- Charges categorized as miscellaneous account for about five percent of division expenditures. This classification includes programmatic costs for special events, senior and teen programs.

### Management Objectives:

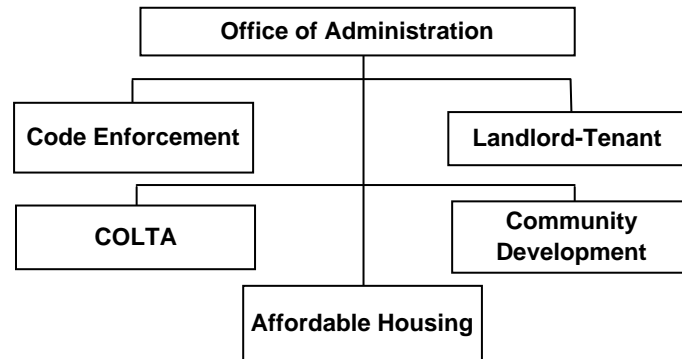
- Provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Increase the quality and number of family programs and toddler programs.
- Increase the quality and number of teen programming. Develop events or programs two Saturdays each month during the school year for a total of 18 Saturdays.
- Develop and distribute a participant evaluation for senior programs within the City.

### Performance/Workload Measures:

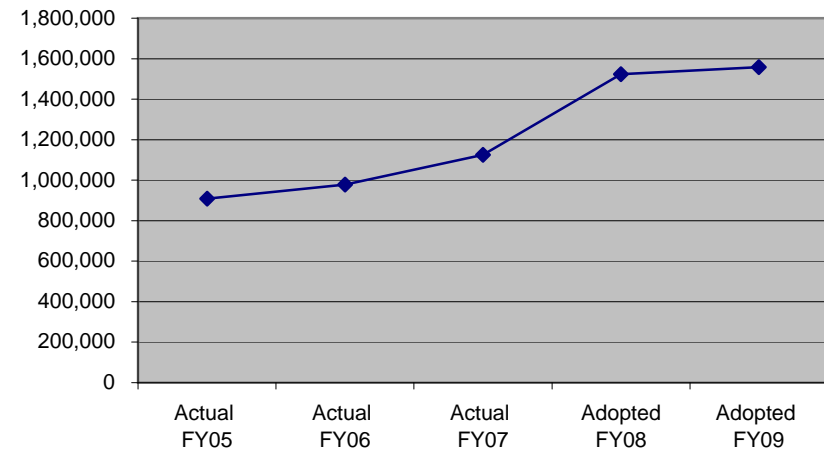
Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of service learning hours recorded	191	320	350
Number of family programs	4	16	16
Number of toddler programs	6	8	12
Number of teen programs	5	10	28
Percentage of evaluations returned for Senior Programs	0	0	25
Percentage of favorable ratings for Senior Programs	0	0	70



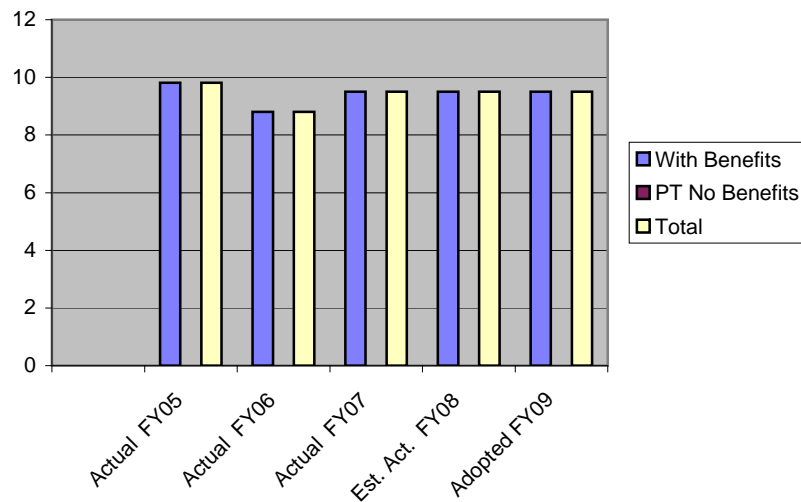
# Housing and Community Development



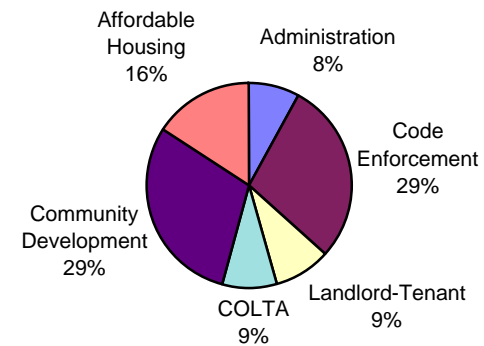
**Expenditure History**



**Staffing Trend (FTEs)**



**Budget by Division**



# Housing and Community Development

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	104,081	120,678	116,650	123,897
Code Enforcement	324,000	376,894	353,107	448,497
Landlord-Tenant	123,378	125,404	126,402	138,874
COLTA	104,314	122,818	120,897	133,718
Community Development	376,764	640,032	618,420	467,870
Affordable Housing	92,001	137,808	131,330	244,829
<b>Department Total</b>	<b>1,124,538</b>	<b>1,523,634</b>	<b>1,466,806</b>	<b>1,557,685</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	502,879	586,115	563,558	609,798
Fringe Benefits	162,268	187,354	168,774	201,437
Overtime	8,040	8,300	7,000	8,100
Contractual Labor	16,238	0	15,200	3,200
<b>Personnel Subtotal</b>	<b>689,425</b>	<b>781,769</b>	<b>754,532</b>	<b>822,535</b>
Supplies	12,031	15,350	8,450	21,600
Services and Charges	363,898	627,500	624,375	542,030
Miscellaneous	59,184	99,015	79,449	171,520
<b>Department Total</b>	<b>1,124,538</b>	<b>1,523,634</b>	<b>1,466,806</b>	<b>1,557,685</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Inspection Fees	280,468	288,000	290,202	297,500
Municipal Infraction Fees	8,920	6,000	6,000	6,500
<b>Subtotal</b>	<b>289,388</b>	<b>294,000</b>	<b>296,202</b>	<b>304,000</b>
General Fund	835,150	1,229,634	1,170,604	1,253,685
<b>Department Total</b>	<b>1,124,538</b>	<b>1,523,634</b>	<b>1,466,806</b>	<b>1,557,685</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	0.90	0.90	0.90	0.90
Code Enforcement	3.00	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
<b>Department Total</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

# 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 FY08:

- Departmental expenditures are expected to be \$56,828 less than budget.
- The variance is primarily attributable to staffing vacancies during the year, resulting in less than anticipated personnel costs, and unexpended tenant loan funds.

### FY09 Budget Highlights:

- Departmental expenditures are \$34,051 higher—an increase of 2.2 percent—compared to budgeted expenditures for FY08.
- 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 53 percent of departmental expenditures are personnel related.

- Personnel costs are up by \$40,766 compared to budgeted expenditures for FY08.
- Services and charges account for about 35 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 eleven 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 FY07	Adopted FY08	Estimated FY08	Adopted FY09
Administration	104,081	120,678	116,650	123,897
<b>Division Total</b>	<b>104,081</b>	<b>120,678</b>	<b>116,650</b>	<b>123,897</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	53,511	56,216	55,698	58,184
Fringe Benefits	16,994	22,612	19,102	18,183
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>70,505</b>	<b>78,828</b>	<b>74,800</b>	<b>76,367</b>
Supplies	7,608	6,750	6,250	9,800
Services and Charges	22,909	31,400	34,700	33,730
Miscellaneous	3,059	3,700	900	4,000
<b>Division Total</b>	<b>104,081</b>	<b>120,678</b>	<b>116,650</b>	<b>123,897</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.90	0.90	0.90	0.90
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>

Position Title	Adopted FY08	Adopted FY09
Director of Housing & Comm. Dev.	0.40	0.40
Office Assistant	0.50	0.50
<b>Division Total FTEs</b>	<b>0.90</b>	<b>0.90</b>

# 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 FY08:

- Division expenditures are expected to be \$4,028 less than budget.

### FY09 Budget Highlights:

- No significant variance compared to budgeted expenditures for FY08.
- Division FTEs remain unchanged.
- Approximately 62 percent of division expenditures are personnel related.
- Services and charges represent about 27 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 2009
	2007	2008	
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 FY07	Adopted FY08	Estimated FY08	Adopted FY09
Code Enforcement	324,000	376,894	353,107	448,497
<b>Division Total</b>	<b>324,000</b>	<b>376,894</b>	<b>353,107</b>	<b>448,497</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	107,472	134,012	111,278	136,741
Fringe Benefits	31,172	47,742	36,104	54,756
Overtime	1,244	2,000	500	1,500
Contactual Labor	0	0	12,500	0
<b>Personnel Subtotal</b>	<b>139,888</b>	<b>183,754</b>	<b>160,382</b>	<b>192,997</b>
Supplies	2,909	3,250	2,200	1,300
Services and Charges	175,112	185,450	188,475	250,350
Miscellaneous	6,091	4,440	2,050	3,850
<b>Division Total</b>	<b>324,000</b>	<b>376,894</b>	<b>353,107</b>	<b>448,497</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY08	Adopted FY09
Code Enforcement Specialist	1.00	1.00
Code Enforcement Inspector	1.00	1.00
Program Assistant	1.00	1.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# 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 FY08:

- Division expenditures are expected to be \$23,787 less than budget.
- The variance is attributable to staffing vacancies during the year, resulting in lower than anticipated personnel costs.

### FY09 Budget Highlights:

- Division expenditures are \$71,603 higher—an increase of 19.0 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to the establishment of a local “clean and lien” program and for costs associated with the implementation of court ordered abatement activities.
- Division FTEs remain unchanged.
- Approximately 43 percent of division expenditures are personnel related.
- Services and charges represent about 56 percent of division expenditures. This category includes the cost of the City’s contract with Montgomery County for the inspection of rental properties (\$197,100).

### Management Objectives:

- Provide effective, timely, and proactive enforcement of the Property Maintenance Code.

- Ensure timely and appropriate inspection and licensing of rental housing properties.
- Continue proactive code enforcement program, piloted in May 2007, designed to identify both developing and serious—but unreported—property maintenance code violations.

### Performance/Workload Measures:

Measurement	Calendar Year		Projected 2009
	2007	2008	
Number of rental licenses - renewed	195	308	300
Number of new licensed rental units	18	43	25
Number of rental licenses - discontinued	63	56	60
Number of rental licenses - denied	188	200	100
Rental housing facilities – units inspected/monitored	2,280	3,200	3,000
Number of landlord certification seminars conducted	9	12	12
Number of landlord certification written exams processed	16	35	28
Number of landlord certification certificates issued	112	212	213
Number of nuisance complaint cases - opened	108	156	150
Number of nuisance complaint cases - closed	56	210	75
Number of Target Area Inspection Program cases opened	NA	135	200
Number of vacant, neglected, and abandoned property surveys completed	2,280	320	1,500

# Housing and Community Development

## Division Summary – Landlord-Tenant

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Landlord-Tenant	123,378	125,404	126,402	138,874
<b>Division Total</b>	<b>123,378</b>	<b>125,404</b>	<b>126,402</b>	<b>138,874</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	83,731	90,405	91,138	95,148
Fringe Benefits	36,355	30,349	30,614	32,131
Overtime	587	800	1,300	1,400
<b>Personnel Subtotal</b>	<b>120,673</b>	<b>121,554</b>	<b>123,052</b>	<b>128,679</b>
Supplies	0	0	0	0
Services and Charges	1,339	550	550	2,050
Miscellaneous	1,366	3,300	2,800	8,145
<b>Division Total</b>	<b>123,378</b>	<b>125,404</b>	<b>126,402</b>	<b>138,874</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	1.60	1.60	1.60	1.60
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>

Position Title	Adopted FY08	Adopted FY09
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.65	0.65
Housing Specialist	0.70	0.70
<b>Division Total FTEs</b>	<b>1.60</b>	<b>1.60</b>



# 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 FY08:

- Division expenditures are expected to be \$998 over budget.

### FY09 Budget Highlights:

- Division expenditures are \$13,470 higher—an increase of 10.8 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to personnel costs and the tenant education and outreach programs.
- Division FTEs remain unchanged.
- Approximately 93 percent of division expenditures are personnel related.

### Management Objectives:

- Institute planned tenant education and outreach program.
- Mediate landlord and tenant disputes in an unbiased and professional manner.
- Complete review and revision of landlord tenant ordinance.
- Finalize landlord tenant and rent stabilization regulations.

### Performance/Workload Measures:

Measurement	Calendar Year		Projected
	2006	2007	
Number of client contacts	2,237	2,491	2,500
Number of landlord certification seminars	9	12	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 FY07	Adopted FY08	Estimated FY08	Adopted FY09
COLTA	104,314	122,818	120,897	133,718
<b>Division Total</b>	<b>104,314</b>	<b>122,818</b>	<b>120,897</b>	<b>133,718</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	43,618	45,669	46,330	48,048
Fringe Benefits	9,628	14,899	13,917	15,545
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>53,246</b>	<b>60,568</b>	<b>60,247</b>	<b>63,593</b>
Supplies	0	0	0	0
Services and Charges	49,918	61,200	59,950	69,200
Miscellaneous	1,150	1,050	700	925
<b>Division Total</b>	<b>104,314</b>	<b>122,818</b>	<b>120,897</b>	<b>133,718</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.80	0.80	0.80	0.80
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

Position Title	Adopted FY08	Adopted FY09
Affordable Housing Manager	0.15	0.15
Landlord/Tenant Mediation Specialist	0.35	0.35
Housing Specialist	0.30	0.30
<b>Division Total FTEs</b>	<b>0.80</b>	<b>0.80</b>

# 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 FY08:

- Division expenditures are expected to be \$1,921 under budget.
- The variance is attributable to lower than anticipated contract costs.

### FY09 Budget Highlights:

- Division expenditures are \$10,900 higher—an increase of 8.9 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to personnel costs and to the purchase of web based rent stabilization reporting program.
- Division FTEs remain unchanged.
- Approximately 48 percent of division expenditures are personnel related.
- Services and charges represent about 52 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 revision of rent stabilization regulations.
- Update rent stabilization regulations.

### Performance/Workload Measures:

Measurement	Calendar Year		Projected 2008
	2006	2007	
Number of COLTA business meetings	1	1	1
Number of COLTA cases filed	18	21	20
Number of COLTA cases mediated and closed	17	12	15
Number of COLTA cases hearings conducted	2	5	5
Number of rent increase petitions filed	48	47	12
Number of rent increase petition hearings conducted	0	0	1
Number of annual rent reports monitored – single family units	14	7	0
Number of annual rent reports monitored – multi-family rental facilities	246	244	250
Number of City Newsletter columns, articles, and announcements	11	11	11

# Housing and Community Development

## Division Summary – Community Development

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Community Development	376,764	640,032	618,420	467,870
<b>Division Total</b>	<b>376,764</b>	<b>640,032</b>	<b>618,420</b>	<b>467,870</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	170,451	214,151	210,576	223,006
Fringe Benefits	59,463	59,606	56,844	67,764
Overtime	6,208	5,200	5,200	5,200
Contractual Labor	16,238	0	0	0
<b>Personnel Subtotal</b>	<b>252,360</b>	<b>278,957</b>	<b>272,620</b>	<b>295,970</b>
Supplies	1,516	5,350	0	10,500
Services and Charges	78,522	302,850	295,200	134,900
Miscellaneous	44,366	52,875	50,600	26,500
<b>Division Total</b>	<b>376,764</b>	<b>640,032</b>	<b>618,420</b>	<b>467,870</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	2.60	2.60	2.60	2.60
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>

Position Title	Adopted FY08	Adopted FY09
Director of Housing & Comm. Dev.	0.60	0.60
Senior Planner	1.00	1.00
Associate Planner	1.00	1.00
<b>Division Total FTEs</b>	<b>2.60</b>	<b>2.60</b>

# 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 Neighbors Advisory Committee.

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$21,612 less than budget.
- The variance is attributable to lower than anticipated personnel and printing costs.

### FY09 Budget Highlights:

- Division expenditures are \$172,162 lower — a decrease of 26.9 percent—compared to budgeted expenditures for FY08.
- The budgetary decrease is primarily attributable to the completion of the New Hampshire Avenue Design Charrette and a corresponding reduction in contractual costs.
- Division FTEs remain unchanged.
- Approximately 63 percent of division expenditures are personnel related.

Services and charges represent about 29 percent of division expenditures. Funding is included for contributions to the Old Takoma Business Association (\$25,000) and the Crossroads Farmers Market (\$25,000).

- Approximately six percent of departmental expenditures are categorized as miscellaneous. Expenditures include \$10,000 for projects undertaken by the Safe Roadway Committee.

### Management Objectives:

- Promote incorporation of pedestrian-oriented design standards in development projects.
- Promote the redevelopment of the New Hampshire Avenue corridor.
- Coordinate implementation of master plan workshop projects.
- Participate in the development of the Takoma Langley Sector Plan
- Implement Safe Routes to School program.

### Performance/Workload Measures:

Measurement	Calendar Year 2007	Projected 2008
Number of Enterprise Zone fairs	1	0
Number of tours of the New Hampshire Avenue corridor with developers and officials	4	0
Number of marketing contacts with housing and commercial developers	5	0
Number of marketing projects related to the New Hampshire Avenue corridor	2	0
Number of Master Plan workshops	0	0
Number of newsletter articles and announcements regarding Master Plan	0	0

# Housing and Community Development

## Division Summary – Affordable Housing

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Affordable Housing	92,001	137,808	131,330	244,829
<b>Division Total</b>	<b>92,001</b>	<b>137,808</b>	<b>131,330</b>	<b>244,829</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	44,097	45,662	48,538	48,671
Fringe Benefits	8,654	12,146	12,192	13,058
Overtime	0	300	0	0
Contractual Labor	0	0	2,700	3,200
<b>Personnel Subtotal</b>	<b>52,751</b>	<b>58,108</b>	<b>63,430</b>	<b>64,929</b>
Supplies	34,814	0	0	0
Services and Charges	2,659	46,050	45,500	51,800
Miscellaneous	1,777	33,650	22,400	128,100
<b>Division Total</b>	<b>92,001</b>	<b>137,808</b>	<b>131,330</b>	<b>244,829</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.60	0.60	0.60	0.60
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Division Total</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>

Position Title	Adopted FY08	Adopted FY09
Affordable Housing Manager	0.60	0.60
<b>Division Total FTEs</b>	<b>0.60</b>	<b>0.60</b>

# Housing and Community Development

## Division – Affordable Housing

### Division Purpose:

Promotes affordable housing home ownership opportunities. Provides technical assistance to tenant associations and condominium boards. Monitors real estate activity in accordance with the Tenant Opportunity to Purchase ordinance.

### Adopted to Estimated Actual FY08:

- Division expenditures are expected to be \$6,478 less than budget.
- The variance is attributable in part to lower than anticipated activity in the Tenant Opportunity to Purchase Revolving Loan fund.

### FY09 Budget Highlights:

- Division expenditures are \$107,021 higher—an increase of 78 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is primarily attributable to increased funding for implementation of the affordable housing plan.
- Division FTEs remain unchanged.
- Approximately 27 percent of division expenditures are personnel related.
- Services and charges represent about 21 percent of division expenditures. This category includes the contractual costs associated with the Capacity Building Initiative (\$35,000).
- Approximately 52 percent of division expenditures are categorized as miscellaneous. This cost center includes the Revolving Loan Fund (\$25,000) and the implementation of the affordable housing plan (\$100,000).

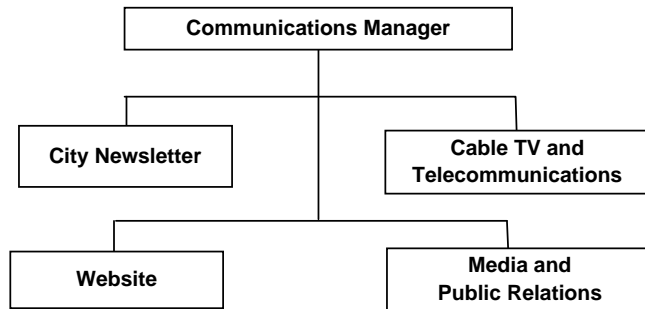
### Management Objectives:

- Explore and implement programs to produce and/or retain affordable housing options in the City.
- Expand educational programming to include post-purchase and foreclosure workshops.
- Provide oversight of ongoing Capacity Building Initiative.

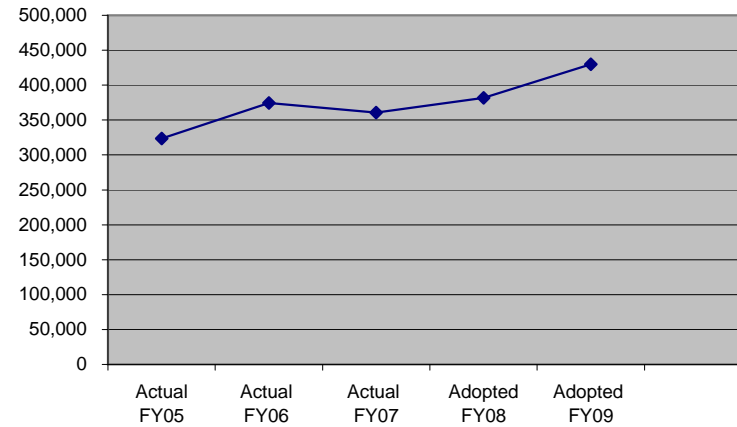
### Performance/Workload Measures:

Measurement	Calendar Year		Projected 2008
	2006	2007	
Number of informational and educational seminars	5	5	6
Number of housing fairs	1	1	1
Number of Tenant Capacity Building projects	11	11	5
Number of Revolving Loan Fund applications	2	1	1
Number of Payment in Lieu of Taxes (PILOT) agreements executed	6	1	1
Number of applications for exemption from rent stabilization processed	8	18	20
Number of properties monitored under Tenant Opportunity to Purchase Law	20	19	20
Number of properties monitored undergoing condominium conversion	4	5	2
Number of City Newsletter articles and announcements	8	8	10

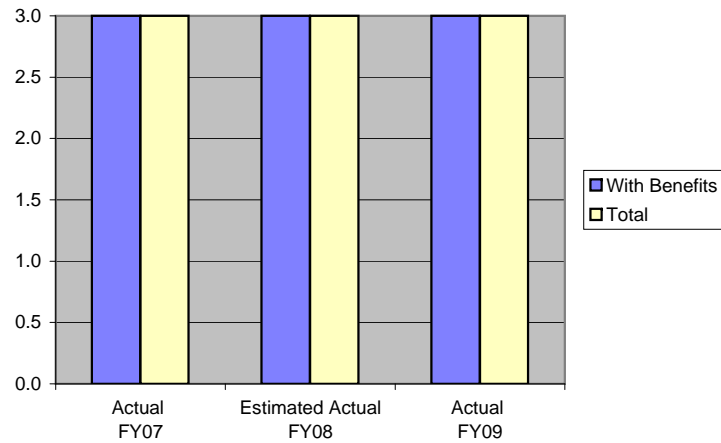
# Communications



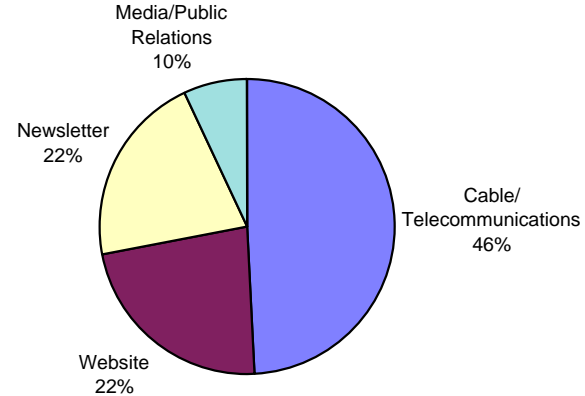
**Expenditure History**



**Staffing Trend (FTEs)**



**Budget by Cost Center**





# Communications

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Communications	334,112	381,950	363,432	429,047
<b>Department Total</b>	<b>334,112</b>	<b>381,950</b>	<b>363,432</b>	<b>429,047</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	181,887	203,217	184,398	201,221
Fringe Benefits	60,624	71,333	59,512	78,426
Overtime	1,478	0	572	1,500
<b>Personnel Subtotal</b>	<b>243,989</b>	<b>274,550</b>	<b>244,482</b>	<b>281,147</b>
Supplies	2,398	3,000	2,250	3,000
Services and Charges	25,045	93,400	104,700	132,100
Miscellaneous	62,680	11,000	12,000	12,800
<b>Department Total</b>	<b>334,112</b>	<b>381,950</b>	<b>363,432</b>	<b>429,047</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Cable Franchise Fees	168,685	157,000	165,370	170,031
Cable Operating Grant	62,452	64,600	64,600	66,461
<b>Subtotal</b>	<b>231,137</b>	<b>221,600</b>	<b>229,970</b>	<b>236,492</b>
General Fund	102,975	160,350	133,462	192,555
<b>Department Total</b>	<b>334,112</b>	<b>381,950</b>	<b>363,432</b>	<b>429,047</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Communications	3.00	3.00	3.00	3.00
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Staffing Summary By Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY08	Adopted FY09
Communications Manager	1.00	1.00
Video Production Manager	1.00	1.00
Communications Assistant	1.00	1.00
<b>Department Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# 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](http://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, RCN and Verizon.

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. Starting in FY09, the Newsletter will be published 12 times per year.

### Adopted to Estimated Actual FY08:

- Departmental expenditures are expected to be \$18,518 less than budget.

### FY09 Budget Highlights:

- Departmental expenditures are \$47,097 higher—an increase of 12.3 percent—compared to budgeted expenditures for FY08. This increase is partially attributable to plans to add one additional monthly newsletter to the schedule. Additional adjustments are due to contractor services planned for FY09.
- Departmental FTEs remain unchanged.

- Approximately 65 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$6,597 compared to budgeted expenditures for FY08.
- Services and charges account for about 31 percent of departmental expenditures. Expenditures accounted for in this category include all costs associated with the City's monthly newsletter (\$80,000) and contractual costs for the City TV producer, the sound engineer, and consultants (\$38,700).

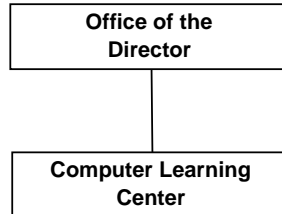
### Management Objectives:

- Continue on the digital migration path for acquisition, editing and playback of programming.
- Monitor and respond to expected changes in federal regulations pertaining to cable franchising
- Enhance website functionality.
- Implement new communication strategies in response to resident survey results, including adding an edition of the newsletter.
- Participate as required to continue auditorium renovation process.

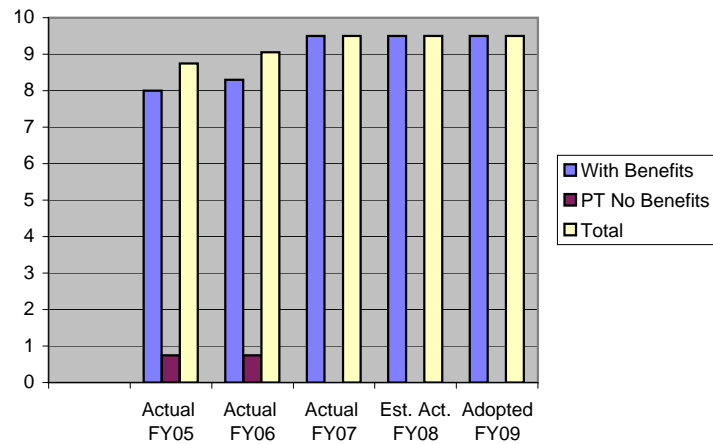
### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
City TV:			
Hours of original programming	100:50	85:00	90:00
Hours of Council meetings	<u>124:53</u>	<u>135:36</u>	<u>135:00</u>
TOTAL	225:42	220:29	225:00
Average number of unique website visitors per month	5,609	7,268	8,000
Average number of website visits per month	8,669	11,883	13,000

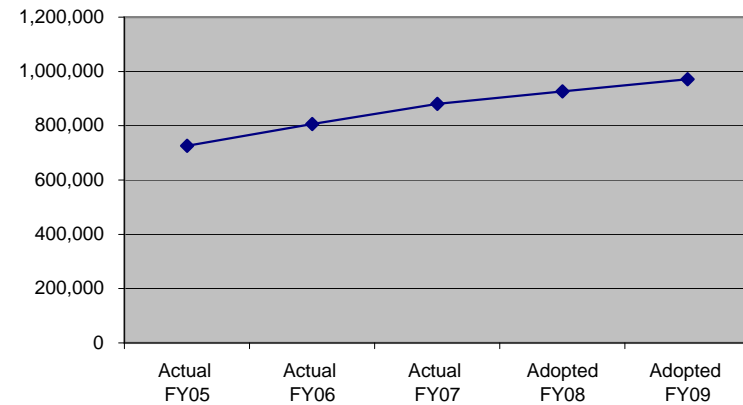
# Library



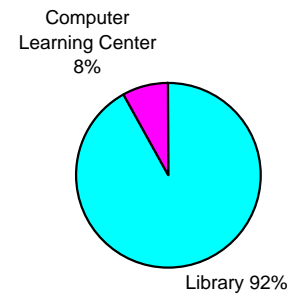
**Staffing Trend (FTEs)**



**Expenditure History**



**Budget by Division**



# Library

## Department Summary

Dept. Expenditures by Division	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Library	766,388	843,933	835,483	889,978
Computer Learning Center	67,082	82,395	75,768	78,490
<b>Department Total</b>	<b>833,470</b>	<b>926,328</b>	<b>911,251</b>	<b>968,468</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	510,317	553,597	549,521	576,543
Fringe Benefits	169,179	175,583	171,762	192,916
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>679,496</b>	<b>729,180</b>	<b>721,283</b>	<b>769,459</b>
Supplies	119,507	138,953	135,953	134,877
Services and Charges	28,743	49,235	45,055	55,132
Miscellaneous	5,724	8,960	8,960	9,000
<b>Department Total</b>	<b>833,470</b>	<b>926,328</b>	<b>911,251</b>	<b>968,468</b>

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Library Aid from County	110,492	119,160	114,430	112,630
Library Fines and Fees	16,044	14,000	15,000	15,000
<b>Subtotal</b>	<b>126,536</b>	<b>133,160</b>	<b>129,430</b>	<b>127,630</b>
General	706,934	793,168	781,821	840,838
<b>Department Total</b>	<b>833,470</b>	<b>926,328</b>	<b>911,251</b>	<b>968,468</b>

Staffing Summary by Division (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Library	8.25	8.25	8.25	8.25
Computer Learning Center	1.25	1.25	1.25	1.25
<b>Department Total</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

# 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 FY08:

- No significant variance from budgeted expenditures.

### FY09 Budget Highlights:

- Departmental expenditures are \$42,140 higher—an increase of 4.6 percent—compared to budgeted expenditures for FY08. The increase is reflected in the Library division; overall expenditures in the Computer Learning Center division are less than in FY08.
- Departmental FTEs remain unchanged.
- Approximately 80 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$40,279 compared to budgeted expenditures for FY08.
- Approximately 14 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 \$5,897. This account includes contracts and support for circulation and cataloging records and functions. The variance from the FY08 budget reflects the increased cost of cataloging support by Library Corporation, the addition of "SIP-2" (a necessary upgrade and Autographics feature that allows database query), and a wireless printing contract. There are also minor increases in funding for the Library's various program offerings and related materials and promotions.



# Library

## Division Summary – Library

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Library	766,388	843,933	835,483	889,978
<b>Division Total</b>	<b>766,388</b>	<b>843,933</b>	<b>835,483</b>	<b>889,978</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	448,013	478,461	477,196	528,776
Fringe Benefits	158,302	163,235	163,230	180,425
Temporary Assistance	19,159	25,000	25,000	0
<b>Personnel Subtotal</b>	<b>625,474</b>	<b>666,696</b>	<b>665,426</b>	<b>709,201</b>
Supplies	111,378	132,129	129,129	130,077
Services and Charges	23,812	37,148	32,968	42,700
Miscellaneous	5,724	7,960	7,960	8,000
<b>Division Total</b>	<b>766,388</b>	<b>843,933</b>	<b>835,483</b>	<b>889,978</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	7.50	7.50	7.50	7.50
FTEs without benefits	0.75	0.75	0.75	0.75
<b>Division Total</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>

Position Title	Adopted FY08	Adopted FY09
Library Director	1.00	1.00
Library Coordinator	3.00	3.00
Library Assistant	3.50	3.50
Library Shelver	0.75	0.75
<b>Division Total FTEs</b>	<b>8.25</b>	<b>8.25</b>

# 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 FY08:

- Division expenditures are expected to be \$8,450 less than budget.

### FY09 Budget Highlights:

- Division expenditures are \$46,045 higher—an increase of 5.5 percent—compared to budgeted expenditures for FY08.
- Most of the budgetary increase is attributable to personnel costs.
- Division FTEs remain unchanged.
- Approximately 80 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 \$130,077, or about 15 percent, of division expenditures.

### Management Objectives:

- Serve non-native speakers of English through the acquisition of bilingual materials, continued bilingual programming for pre-schoolers, and the addition of bilingual programs for elementary-age children.

- Strengthen the development of reading skills and reading readiness among school-age children, pre-schoolers and their parents/caregivers through programs, targeted materials (readers, large format “big books”, audiobooks and graphic novels) and recommended reading lists.
- Support college preparation among high school children through the provision of focused materials and special Library programs.
- Explore ways to better publicize and extend Library services into all wards of the City through the use of Listservs and other means.
- Create and nurture community connections via Library programs, such as new parents in our Lapsit program, English and Spanish speakers in our Spanish Circle Time, parents and children in our craft programs.
- Support the arts, literature and reading through special programs in partnership with the Friends of the Library and other groups in the City.
- Provide online and printed information that will increase the visibility and accessibility of Library services and resources.
- Build on increases in Library use, registered borrowers and program attendance.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Circulation of materials	80,606	89,754	94,242
Circulation per capita	4.65	5.18	5.45
In-library use of materials	43,823	50,499	53,023
Use per capita	2.53	2.92	3.06
Registered borrowers (active)	7,949	8,112	8,274
Program attendance	6,139	10,848	11,000

# Library

## Division Summary – Computer Learning Center

Division Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Computer Learning Center	67,082	82,395	75,768	78,490
<b>Division Total</b>	<b>67,082</b>	<b>82,395</b>	<b>75,768</b>	<b>78,490</b>

Division Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	41,859	45,136	44,326	47,767
Fringe Benefits	10,877	12,348	8,531	12,491
Temporary Assistance	1,286	5,000	3,000	0
<b>Personnel Subtotal</b>	<b>54,022</b>	<b>62,484</b>	<b>55,857</b>	<b>60,258</b>
Supplies	8,129	6,824	6,824	4,800
Services and Charges	4,931	12,087	12,087	12,432
Miscellaneous	0	1,000	1,000	1,000
<b>Division Total</b>	<b>67,082</b>	<b>82,395</b>	<b>75,768</b>	<b>78,490</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.50	0.50	0.50	0.50
<b>Division Total</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

Position Title	Adopted FY08	Adopted FY09
Computer Instructional Assistant	1.25	1.25
<b>Division Total FTEs</b>	<b>1.25</b>	<b>1.25</b>



# 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 FY08:

- Division expenditures are expected to be \$6,627 less than budget.
- The variance is primarily attributable to lower than anticipated costs for fringe benefits and temporary assistance.

### FY09 Budget Highlights:

- Division expenditures are \$3,905 lower—a decrease of 4.7 percent —compared to budgeted expenditures for FY08.
- The variance is attributable to personnel and supply costs.
- Division FTEs remain unchanged.
- Approximately 77 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:

- Support the acquisition of career-building, job search and job related skills through the provision of pertinent materials, special programs in partnership with such organizations as Montgomery Works, and Internet-based training.

- Explore and pursue ways of offering training and/or instruction to users of all ages in the Computer Center.
- Facilitate public computer access and Computer Center operation, through procedural changes to make log-in both easier for patrons and easier to monitor for staff members.

### Performance/Workload Measures:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of Internet sessions (log-ons)	38,713	30,590	30,600
Hours Used	23,900	22,396	22,400

# Non-Departmental

## Non-Departmental Summary

Source of Funds	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
County Day Laborer	39,000	70,000	70,000	15,000
<b>Subtotal</b>	<b>39,000</b>	<b>70,000</b>	<b>70,000</b>	<b>15,000</b>
General Fund	512,936	1,482,962	1,220,737	1,864,412
<b>Total</b>	<b>551,936</b>	<b>1,552,962</b>	<b>1,290,737</b>	<b>1,879,412</b>

Dept. Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Employee Recognition	29,614	70,000	35,000	40,000
Medical-Related Expenses	0			
State Retirement Plan				
Contribution	67,893	71,300	71,287	75,000
Worker's Compensation				
Insurance	0	231,400	231,430	231,400
<b>Personnel Subtotal</b>	<b>97,507</b>	<b>372,700</b>	<b>337,717</b>	<b>346,400</b>
Supplies	0	24,000	20,000	15,000
Services and Charges	203,673	228,400	216,575	192,138
Miscellaneous	236,403	362,105	216,445	435,375
Unappropriated Reserve	14,353	65,757	0	390,499
Equipment Replacement Reserve	0	500,000	500,000	500,000
<b>Department Total</b>	<b>551,936</b>	<b>1,552,962</b>	<b>1,290,737</b>	<b>1,879,412</b>

## Supplemental Information:

Measurement	Actual FY07	Estimated FY08	Projected FY09
Number of auto liability insurance claims	21	8	5
Number of general liability insurance claims	4	3	0
Number of police liability insurance claims	1	0	0
Number of public official insurance claims	0	3	0
Number of property insurance claims	0	0	0
Number of worker's compensation insurance claims	17	13	10
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	169	165	180

# Non-Departmental

## Department Summary

### Department Overview:

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

### Adopted to Estimated Actual FY08:

- Departmental expenditures are expected to be \$262,225 less than budget.
- The variance is primarily attributable to unexpended reserve and contingency monies and less than anticipated costs for training.

### FY09 Budget Highlights:

- Departmental expenditures are \$326,450 higher—an increase of 21.0 percent—compared to budgeted expenditures for FY08.
- Approximately 19 percent of departmental expenditures are personnel related. None of these costs relate to FTEs.
- Services and charges account for about ten percent of departmental expenditures. Expenditures accounted for in this category include the City's cost for liability, property, and auto insurance coverage (\$147,138). Also included in this classification is the cost of the day laborer site on New Hampshire Avenue. The non-departmental section of the budget includes \$15,000 for the site's operation during the first quarter of the fiscal year; it is anticipated that the Prince George's County Worker's Center will be open by October 1, 2008, at which time the temporary site in the City will cease operation.

- Approximately 23 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 (\$97,625) 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 included in the miscellaneous category are the City's tuition reimbursement program and support of City committees and commissions and community activities. This category also includes \$84,000 for community grants.
- 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 \$390,499.
- 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 FY09-FY13

Equipment		FY09	FY10	FY11	FY12	FY13
Police						
Patrol Cars (lease purchase)	DEBT	\$255,000	\$267,500	\$317,000	\$200,000	\$411,733
Speed Trailer	ERR	\$ 8,040				
Portable Radios	ERR	\$18,774	\$10,645	\$10,964	\$11,293	\$11,632
Mobile Radios	ERR	\$11,550	\$11,897	\$12,254	\$12,622	\$13,001
Mobile Computers	ERR		\$20,844	\$21,469	\$22,113	\$22,776
Replace Explorer	ERR		\$35,326			
Police Communication Office CAD	ERR			\$22,401		
Communication Office Radio Consoles	ERR					\$77,671
Voice Recorder System	ERR					\$24,345
Public Works – Vehicles						
Pickup Truck (116, 172, 211, 213)	ERR	\$33,430			\$45,078	\$31,474
Dump Truck (153)	ERR	\$55,000				
Hook & Lift (replace 186)	ERR	\$80,000				
Recycling Truck #109	ERR	\$176,387				
Administrative Car	ERR	\$22,000				
City Engineer Car	ERR		\$20,000			
Trash Trucks #112 and #113	ERR			\$356,854		
Street Sweeper	ERR			\$146,424		
Bldg Mnt Subcompact 179 and 183	ERR					\$31,092
Public Works – Equipment						
Mechanic's Tool Boxes	ERR	\$15,000				
Truck Tire Changer	ERR	\$17,000				
Leaf Collection Vacuums	ERR	\$17,500	\$19,084	\$20,159	\$18,271	
Steam Cleaner	ERR	\$ 7,778				
Compressor	ERR	\$ 13,070				
Skid Steer Loader	ERR			\$34,275		

# Capital Improvement Program FY09-FY13

Equipment		FY09	FY10	FY11	FY12	FY13
Public Works – Equipment (continued)						
Asphalt Miller & Paver	GF	\$ 90,000				
Loader Forks	GF	\$ 8,000				
Sidewalk Sweeper	ERR		\$23,952			
Brake Lathe	ERR		\$11,053			
Riding Mower #1	ERR		\$10,680			
Vehicle Lift 1	ERR			\$10,079		
Leaf Grinder	ERR				\$140,198	
Crackfilling Machine	ERR					\$38,906
Vehicle Lift 2	ERR					\$ 8,063
Transmission Fluid Exchanger	ERR					\$ 8,063
Recreation						
Recreation Van	ERR	\$25,700				
Treadmill #1	ERR	\$ 6,537				
Treadmill #2	ERR		\$ 6,733			
Departmental Vehicles						
Pool Mini Van	ERR			\$30,910		
Code Enforcement Vehicle	ERR			\$20,000		
97 Escort Car #101	ERR			\$20,000		

# Capital Improvement Program FY09-FY13

Equipment		FY09	FY10	FY11	FY12	FY13
Information Technology						
Servers (Police, Finance, Intranet, Network Admin, PW)	ERR	\$37,500				
Security Software	ERR	\$12,000				
Library Useful Stations – 3 yr replacement	ERR	\$34,000			\$35,197	
Intranet Implementation	GF	\$14,000				
E-Gov Software & Hardware	GF	\$25,000				
Granicus Server	ERR		\$ 5,500			
Document Management System	GF		\$20,000	\$10,000	\$10,000	
Library Useful Software – 3 yr renewal	GF			\$ 6,000		
Servers (Municipal, Rec, Library, E-mail, Admin., Dispatch)	ERR				\$52,167	
Government Services Software	ERR				\$184,789	
Voicemail System	ERR				\$19,344	
Server (HCD)	ERR					\$10,080
Police Plotter	GF	\$14,500				
Public Works Plotter	GF	\$6,500				
Recreation Programming Software	GF	\$22,000				
<b>Subtotal - Equipment</b>		<b>\$1,026,266</b>	<b>\$463,214</b>	<b>\$1,038,789</b>	<b>\$751,072</b>	<b>\$688,836</b>
<b>Streets</b>						
Street Light Upgrade	GF	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Street Rehab (\$500,000 minus debt service on FY05 issue)	GF	\$158,055	\$168,358	\$178,660	\$500,000	\$500,000
Pedestrian Safety Enhancements	GF	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000
Gateway Signage	GF	\$20,000	\$20,000	\$10,000	\$10,000	\$10,000
Safe Routes to School 2007 Project	SRF	\$36,000				
Safe Routes to School 2008 Project	SRF	\$91,800				
Maple Avenue Streetscape	SRF	\$75,500				

# Capital Improvement Program FY09-FY13

Streets (continued)		FY09	FY10	FY11	FY12	FY13
Community Legacy 2008 (New Hampshire Avenue)	SRF	\$150,000				
Holton Lane Streetscape	SRF	\$70,000				
Takoma Junction Streetscape	SRF	\$5,200				
Carroll Avenue Commercial Streetscape	SRF	\$220,230				
Carroll Avenue Commercial Streetscape	GF Transfer	\$52,565				
Neighborhood Commercial Center Improvements	GF	\$111,450	\$50,000			
Park Avenue Parking Area	GF	\$25,000				
Public Art Projects	GF	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Replace Takoma Junction Decorative Lights	GF	\$95,000				
<b>Subtotal - Streets</b>		<b>\$1,190,800</b>	<b>\$293,358</b>	<b>\$243,660</b>	<b>\$565,000</b>	<b>\$565,000</b>
Parks		FY09	FY10	FY11	FY12	FY13
BY Morrison Column Repair	GF	\$ 16,000				
Jackson Boyd Park Construction	SRF	\$94,561				
Jackson Boyd Park Construction	GF Transfer	\$31,521				
Jequie Park Ballfield Renovation and Sprinkler System	SRF	\$60,000				
Jequie Park Ballfield Renovation and Sprinkler System	GF Transfer	\$20,000				
Metropolitan Branch Trail	SRF	\$19,286				
Community Gardens – Water & Power	GF	\$22,000				
<b>Subtotal - Parks</b>		<b>\$263,368</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Capital Improvement Program FY09-FY13

Facilities		FY09	FY10	FY11	FY12	FY13
Public Works						
New Facility Design	GF	\$140,000				
Replace Front Gate	GF	\$13,000				
Security Cameras and Other Measures	GF	\$45,000				
New Facility Construction	Debt	\$2,000,000				
Oil/Antifreeze Collection Station Renovation	GF	\$10,000				
Roof Replacement (Admin., Eng., Garden, & Bldg. Maintenance)	ERR		\$47,607			
Boiler Replacement	ERR			\$64,334		
Roof Replacement (Sanitation)	ERR			\$35,548		
City Building						
Council Chambers/Auditorium Renovation	CCF	\$1,200,000				
Community Center Kitchen	GF			\$26,500		
Green Roof Deck	GF	\$30,000				
Community Center Building Signs	GF	\$16,000				
Solar Roof Project	GF	\$13,000				
Police						
Evidence Facility	GF	\$29,694				
Parking Enforcement Enclosure	GF	\$15,000				
Library						
Carpet Replacement	ERR			\$29,765		
Circulation Desk Renovation	ERR			\$24,777		
Air Handler #1	ERR				\$45,153	



# Capital Improvement Program FY09-FY13

Facilities - continued		FY09	FY10	FY11	FY12	FY13
New Hampshire Rec Center						
Security Cameras and Locks	GF	\$12,500				
Membership ID System	GF	\$ 9,000				
<b>Subtotal - Facilities</b>		<b>\$3,533,194</b>	<b>\$ 47,607</b>	<b>\$180,924</b>	<b>\$45,153</b>	<b>\$ 0</b>

CIP Total – Items funded by General Fund – Capital Outlay	GF	\$1,040,699	\$313,358	\$286,160	\$575,000	\$565,000
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$591,266	\$223,321	\$860,213	\$586,225	\$277,103
CIP Total – Items funded by Special Revenue Funds	SRF	\$822,577	0	0	0	0
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer	\$104,086	0	0	0	0
CIP Total – Items funded by Community Center Fund	CCF	\$1,200,000	0	0	0	0
CIP Total Debt Service		\$2,255,000	\$267,500	\$317,000	\$200,000	\$411,733
CIP GRAND TOTAL		\$6,013,628	\$804,179	\$1,463,373	\$1,361,225	\$1,253,836

# 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>
2009	\$ 5,000
2010	5,000
2011	<u>2,260</u>
<b>Total</b>	<b><u>\$ 12,260</u></b>

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>	
2009	\$ <u>55,000</u>
<b>Total</b>	<b><u>\$ 55,000</u></b>

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, 2008 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	\$ 85,300	\$ 70,523	\$ 155,823
2010	87,100	67,367	154,467
2011	92,500	64,014	156,514
2012	96,500	60,360	156,860
2013 – 2017	545,100	238,111	783,211
2018 – 2022	<u>690,200</u>	<u>101,847</u>	<u>792,047</u>
<b>Total</b>	<b><u>\$ 1,596,700</u></b>	<b><u>\$ 602,222</u></b>	<b><u>\$ 2,198,922</u></b>

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

The annual installments for the repayment of the bond as of June 30, 2008 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>
<b>Total</b>	<b><u>\$ 1,079,615</u></b>	<b><u>\$ 72,419</u></b>	<b><u>\$ 1,152,034</u></b>

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.

# Debt Service

The annual installments for the repayment of the bond as of June 30, 2008 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	\$ 100,500	\$ 98,248	\$ 198,748
2010	103,500	94,278	197,778
2011	107,000	90,190	197,190
2012	110,500	85,696	196,196
2013 – 2017	616,500	355,420	971,920
2018 – 2022	748,500	215,455	963,955
2023 – 2025	<u>529,500</u>	<u>47,793</u>	<u>577,293</u>
<b>Total</b>	<b><u>\$ 2,316,000</u></b>	<b><u>\$ 987,080</u></b>	<b><u>\$ 3,303,080</u></b>

## 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, 2008 are as follows:

<u>Fiscal Year</u>	<u>Police Equipment</u>
2009	\$ 181,767
2010	134,640
2011	<u>118,928</u>
Total payments	435,335
Interest portion	<u>(44,275)</u>
<b>Present value of lease payments</b>	<b><u>\$ 391,060</u></b>

During FY08, the City entered into another capital lease for the purchase of police vehicles costing \$220,029. The minimum lease payments as of June 30, 2008 are as follows:

<u>Fiscal Year</u>	<u>Police Vehicles</u>
2009	\$ 49,321
2010	49,321
2011	49,321
2012	<u>49,321</u>
Total payments	\$ 197,284
Interest portion	<u>26,577</u>
<b>Present value of lease payments</b>	<b><u>\$ 107,707</u></b>

During FY09, the City plans to lease additional police cars at an estimated cost of \$255,000. The City also anticipates receiving loan proceeds of \$150,000 for the Carroll Avenue Streetscape project. The Carroll Avenue Streetscape loan is expected to be repaid in ten annual principal-only payments of \$15,000.

# Stormwater Management Fund

## Fund Summary

Fund Expenditures	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Stormwater Management	298,062	356,084	333,869	405,651
<b>Fund Total</b>	<b>298,062</b>	<b>356,084</b>	<b>333,869</b>	<b>405,651</b>

Fund Expenditures by Type	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
Wages	53,278	55,289	56,171	58,342
Fringe Benefits	16,189	20,795	22,698	20,309
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>69,467</b>	<b>76,084</b>	<b>78,869</b>	<b>78,651</b>
Supplies	3,751	3,000	3,000	3,000
Services and Charges	166,837	177,000	177,000	177,000
Miscellaneous	(33,289)	0	0	0
Capital Outlay	91,296	100,000	75,000	147,000
<b>Fund Total</b>	<b>298,062</b>	<b>356,084</b>	<b>333,869</b>	<b>405,651</b>

Staffing Summary by Position Type (FTEs)	Actual FY07	Adopted FY08	Estimated FY08	Adopted FY09
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.00	0.00	0.00	0.00
<b>Fund Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

Position Title	Adopted FY08	Adopted FY09
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
<b>Fund Total FTEs</b>	<b>0.75</b>	<b>0.75</b>

# 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 FY09, this rate is \$48.

## Adopted to Estimated Actual FY08:

- No significant variance from budgeted expenditures.

## FY09 Budget Highlights:

- Fund expenditures are \$49,567 higher—an increase of 13.9 percent—compared to budgeted expenditures for FY08.
- The budgetary increase is attributable to infiltration costs at Buffalo, Albany and Grant Avenue area.
- Division FTEs remain unchanged.
- Approximately 19 percent of fund expenditures are personnel related.
- Services and charges represent about 44 percent of fund expenditures.
- Capital expenditures total \$147,000, or about 36 percent of fund expenditures.

## Management Objectives:

- Provide TV inspection and cleaning of one-third of the stormwater system on an annual basis.
- Maintain list of known system problems. Schedule repair of system defects as funding becomes available.
- Plan and implement additions to the stormwater system 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 FY07	Estimated FY08	Projected FY09
Number of stormwater permits issued	4	3	4
Number of stormwater concept plans reviewed	4	3	4
Number of waivers granted	0	0	1
Linear feet of line inspected and cleaned	12,831	8,500	9,000
Number of inlets cleaned	144	200	175
Number of emergency cleaning calls	3	0	2
Number of repaired inlets	5	10	10
Number of pavement or grade corrections for drainage	8	7	10
Linear feet of pipe replaced	50	100	50
Number of new inlets constructed	2	2	3
Linear feet of new pipe	350	300	350
Square feet of infiltration trenches constructed	0	1,250	500

# Special Revenue Funds

## Project Descriptions

### General Government

#### **Cable Equipment Grants** **\$150,000**

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 (2004)** **\$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.

#### **Community Legacy Grant (2007)** **\$33,136**

Funds were awarded in 2007 by the Maryland Department of Housing and Community Development, Community Legacy Program to facilitate the revitalization of the New Hampshire Avenue Corridor. Small matching grants will be provided to qualifying businesses and property owners for various façade improvements, signage, landscaping and site improvements.

#### **Community Legacy Grant (2008)** **\$150,000**

Funds were awarded in 2008 by the Maryland Department of Housing and Community Development, Community Legacy Program for the continuation and expansion of existing efforts to redevelop the New Hampshire Avenue Corridor. Eligible expenditures include technical and financial support of small businesses and various placemaking projects designed to beautify the area and increase its functionality for pedestrians.

#### **Manna Food Center Food Distribution** **\$13,800**

Weekly distribution of food to low and moderate income residents of Franklin Apartments (7620 Maple Avenue) and other Maple Avenue apartment complexes and to elementary school children. 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.

#### **CUC - Victory Tower Health Care Project** **\$12,250**

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.

#### **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.

# Special Revenue Funds

## Project Descriptions

### ADA Accessibility Plan - Phase I

**\$35,000**

Development of ADA Accessibility Policy and Plan. Recommendations of completed study are to be implemented on a citywide basis on local roadways 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.

### Safe Routes to School

**\$90,000**

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

### Ministries United Silver Spring Takoma

**\$10,700**

Distribution of emergency financial assistance to low- and moderate-income households at risk of eviction and utility disconnection. A secondary component of the project is to provide financial planning and budgeting training to qualifying households. 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,

### Single Family Housing Rehabilitation

**\$50,000**

Provision of grants to low-income homeowners for improvements such as exterior painting, asphalt and walkway replacement/repair and gutter and down spout repair/replacement. Approximately 10 low- and moderate-income households will be served. 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.

### Commercial Façade Grant Program

**\$25,000**

Provision of matching grant funds to commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements. Approximately 5 properties/businesses sited within the New Hampshire Avenue Corridor will be served by the proposed project. 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.

### Takoma Junction

**\$5,200**

Matching grant funds awarded for the design, engineering and construction of the residential section of the approved Carroll Avenue Streetscape project. Funds are to be used to complete planned landscaping and other place making improvements.

### Police

#### CSAFE Operational Expenses

**\$93,562**

Addresses the need for improved coordination across jurisdictional boundaries, strengthened trust between police and residents to increase the reporting of crime, increased supervision of high-risk offenders, especially those that commit citizen robberies and reduce the influence of gangs in the community. These program funds from the Governor's Office of Crime Control and Prevention will primarily be used to fund program staff, police overtime, crime analysis software, graffiti abatement materials and supplies for community outreach and education. Through the coordination of these crime prevention efforts, the beneficiaries of the program will be the resident and visitors of the Maryland International Corridor Community.



# Special Revenue Funds

## Project Descriptions

### **CSAFE Community Outreach**

#### **Coordinator/Parenting Workshops**

**\$5,000**

Covers partial personnel expenses related to the Montgomery County Community Outreach Coordinator. Funds will also be used to cover costs associated with the development of two Parenting Workshops: 1) Basic Communication Techniques with Your Children, and 2) Who's Who in the Middle School?

#### **SAFE Community Outreach Coordinator**

**\$30,000**

Support the Community Outreach and Educational component of the CSAFE Program. Funds provided by the Montgomery County Police Department and are used to cover personnel costs associated with the Montgomery County Community Outreach Coordinator.

#### **Homeland Security Grant**

**\$15,744**

Acquisition of items such as enhanced threat level body armor, ballistic helmets, ballistic shields, protective equipment and tactical holsters in support of the planned institution of a Rapid Response Team. Funding is provided by the Department of Homeland Security in the Law Enforcement Terrorism Prevention Program, by way of pass through monies via the State to Montgomery County.

#### **COPS Technology Grant**

**\$2,828**

Improved evidence processing supplies, such as drying cabinets, replace 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 Grants**

**\$5,313**

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 and FFY 2007 awards.

### **Public Works**

#### **Maple Avenue Streetscape Improvements**

**\$75,500**

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**

**\$127,800**

Design and construction of sidewalk and related pedestrian safety improvements. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program.

#### **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 Department of Housing and Community Affairs' Community Development Block Grant (CDBG) program, Program Year 32.

#### **Community Legacy Loan (2004)**

**\$272,795**

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.



# Special Revenue Funds

## Project Descriptions

### **Flood Mitigation Assistance**

**\$25,300**

Grant from the Maryland Emergency Management Agency through the Flood Mitigation Assistance Program.

### **Recreation**

#### **Jequie 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.

#### **Jackson Boyd Park**

**\$126,082**

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.

#### **Metropolitan Branch Trail**

**\$19,286**

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

# 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 17,477 (U.S. Census 2007 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 54 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.

	<b>1990 Census</b>	<b>2000 Census</b>
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

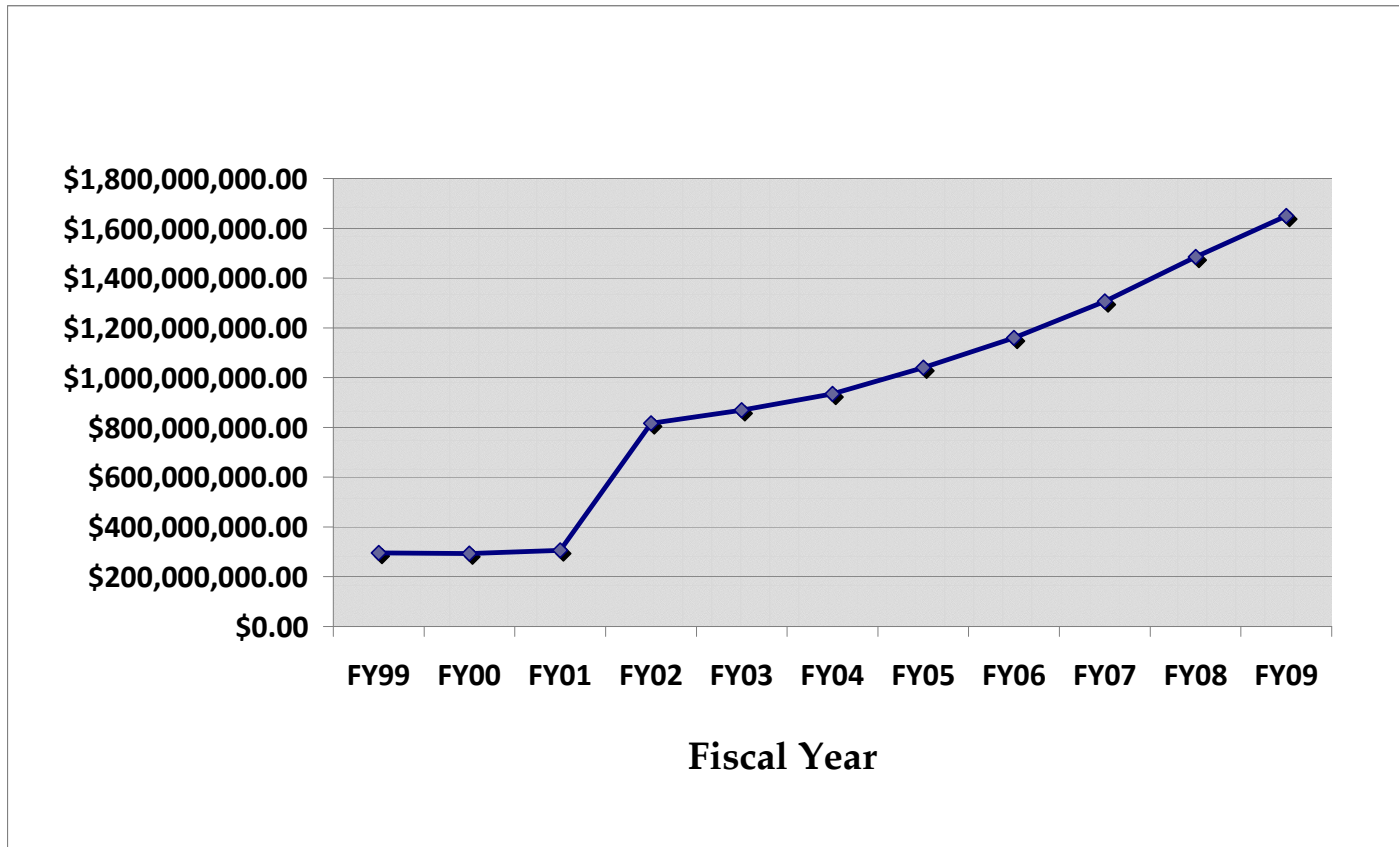
The majority of City residents are employed in managerial or professional occupations. Further information on the occupation of Takoma Park residents is provided below:

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 FY09 rate of \$0.605 per \$100 of assessed valuation is \$0.005 less than the FY08 rate. It is 10.2 percent higher than the CYT rate of \$0.549 and will generate approximately \$997,310 in additional property tax revenues.

### **Personal Property Tax**

The City of Takoma Park's personal property tax rate for FY09 is \$1.513 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses.

### **Railroad and Public Utilities**

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

### **Highway User Revenue**

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

### **Income Tax**

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

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

### **Police Protection Grant**

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

### **County Police Rebate**

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

### **Tax Duplication (or in Lieu of) Payments**

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County. Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards. Because of concerns expressed by municipalities about the fairness of the current methodology, the County Executive appointed a task force to review the current process. The task force is comprised of representatives of both the County and the municipalities. Pending completion of the task force's work, FY09 tax duplication payments were held constant and have been at the same rate since FY07.

### **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.