

ADOPTED BUDGET

CITY OF TAKOMA PARK, MD



FISCAL YEAR 2018
JULY 1, 2017 – JUNE 30, 2018

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Introduction to the Budget Document



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City of Takoma Park

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

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

To Residents of Takoma Park,

The Takoma Park City Council is pleased to present the adopted Fiscal Year 2018 budget. A budget is the tangible expression of the Council's priorities for the future of the City. It embodies in dollars and cents the goals and priorities we are working toward.

Preparation of the budget is a joint effort of the Council and the City Manager and her staff. The City Manager submits a recommended budget to the City Council, and Council considers the budget and listens to public opinion through a process of hearings, Council work sessions, and final adoption.

The City's main source of revenue is property taxes. The Adopted Budget sets the tax rates and guides the expenditure of funds by the City throughout the fiscal year, July 1 through June 30. After much deliberation, the Council set the rate at 53.48 cents per \$100 of assessed value. This is lower than last year's rate of 56.75 cents. The rate is below the constant yield rate of 53.58 cents, so it not only offsets increasing assessments, but also results in a reduction of tax revenue of \$22,397.

The foundation for the current Council's budget discussions initially began in January 2016 when the Council established its 2016 Priorities. The Priorities established a framework for the Council as it discussed the budget. The Council revisited these Priorities in January 2017 ahead of the development of the Fiscal Year 2018 budget, and added a new overarching priority focused on racial equity.

The budget advances the following established priorities of the City Council:

- A Livable Community For All
- Fiscally Sustainable Government
- Environmentally Sustainable Community
- Engaged, Responsive & Service-oriented Government
- Advance Economic Development Efforts
- Racial Equity

This year we are budgeting for debt to finance major capital projects including Library renovation and construction, the Flower Avenue Green Street project, and the Ethan Allen Gateway project. The Council also added \$300,000 to Housing Reserve Fund to address the affordable housing needs in our community.

We believe the Fiscal Year 2018 budget reflects our community's priorities, and we hope that you continue to share your ideas for keeping Takoma Park such a wonderful place to live, work, play and learn.

The Takoma Park City Council:

Kate Stewart, Mayor

Peter Kovar, Ward 1

Tim Male, Ward 2

Rizzy Qureshi, Ward 3

Terry J. Seamens, Ward 4

Jarrett K. Smith, Ward 5

Frederick L. Schultz, Ward 6

TAKOMA PARK CITY COUNCIL PRIORITIES



To view the priorities online, visit: <http://bit.ly/CityCouncilPriorities>

Vision, Mission, & City Council Priorities

Vision

City of Takoma Park, a community of excellence renowned for exemplary service to all residents.

Mission

It is our mission to champion quality and efficiency through a dedicated workforce and a cooperative spirit between government and people.

City Council Priorities

The City Council's Priorities are used as a tool to guide policy and budget decision-making and outline strategies to work toward desired outcomes for a wide range of major projects, initiatives and ongoing activities. The Council affirms their priorities by Resolution each year.

City Council policy affects many aspects of civic life in Takoma Park. Establishing and sharing priorities helps inform residents, businesses and regional stakeholders on what the City Council's constituents and elected officials view as important for the Takoma Park in an easy to understand and transparent manner.

How City Council Priorities Affect You

Priorities are not policy. They serve as the framework used to shape it. Anyone affected by City Council policy who has input – whether in agreement or not – is encouraged to engage with the City Council to help shape how priorities are implemented.

You can engage in the process by attending a City Council meeting, contacting your City Councilmember or by joining a board, commission or committee.

A Racial Equity Framework

In the course of establishing their priorities, the Council committed to deliberately and systematically applying a racial equity lens in all decision-making with the goal of continuing to build an inclusive and equitable community for all Takoma Park residents. This racial equity framework should be considered foundational to all established priorities and policymaking conducted by the Council.

What are the City Council's Priorities?

The City Council's priorities break down into five broad categories with key major projects, initiatives and ongoing activities identified for each. Those five broad categories are:

1) A Livable Community For All

Identify Youth & Family Programming Needs

Goal: Identify youth and family programming needs in the community, especially for our more vulnerable residents including but not limited to those in lower income and immigrant families and those with developmental disabilities, and develop approaches to meet those needs.

Strategy:

- Dedicate staff charged with identifying existing resources, and developing, implementing and coordinating program(s) that provide youth and family services and engage youth in civic activities (possible new position).
- Allocate additional funding for youth programming and coordination of services for youth. Allocate funding for a summer program geared toward school-aged at-risk youth.

Desired outcome: Expanded youth programming.

Formalize Relationships With Neighboring Jurisdictions

Goal: Formalize relationships with neighboring jurisdictions to enhance public safety.

Strategy: Develop and implement plan of action to enter into mutual aid agreements.

Desired outcome: Mutual aid agreements in place with District of Columbia and Prince George's County.

Ensure Stable Housing Options

Goal: Ensure we have a range of safe, quality, and stable housing options for residents of varying incomes.

Strategy:

- Revise existing housing policy and update 2009 Affordable Housing Plan; explore new approaches to providing affordable rental and home ownership opportunities.
- Develop and implement plan of action for Housing Reserve Fund, including request for contributions from the County and State.

Desired outcome: New equitable housing policy adopted and Affordable Housing Plan implemented.

Defend Sanctuary Status

Goal: Defend status as a Sanctuary City and continue to be a welcoming and inclusive community for all residents.

Strategy: Dedicate funds for legal services for the City and potentially for resident in jeopardy of being deported.

Desired outcome: Remain a strong Sanctuary City.

Library Renovations

Goal: Move forward on Library renovations.

Strategy: Acquire bond funding for renovations.

Desired outcome: Plan and funding in place for Library renovations.

2) Fiscally Sustainable Government

Increase Funding from Montgomery County

Goal: Increase funding from Montgomery County to address tax duplication.

Strategy:

- Increase Councilmember advocacy and lobbying activities; improve coordination of efforts between staff and Councilmembers.
- Partner with other Montgomery County municipalities to pressure County and General Assembly.
- Develop more accessible, easy-to-understand communication methods for educating residents and other stakeholders; coordinate with news media outlets as appropriate to share information.

Desired outcome: Increased funding from County to address tax duplication.

Adopt Reserves Financial Policy

Goal: Adopt financial policy to determine the appropriate level of designated reserves.

Strategy: Review best practices and benchmarks and determine reserve level suitable for City.

Desired outcome: Policy adopted.

3) Environmentally Sustainable Community

Greater Energy Efficiency

Goal: Achieve greater energy efficiency, particularly in multifamily buildings and businesses.

Strategy: Dedicate additional funds to promote energy efficiency in multifamily buildings; consider incentives for sustainable development along New Hampshire corridor.

Desired outcome: Improved energy efficiency in multi-family buildings; maximize sustainable features in new development.

Increase Use of Renewable Energy

Goal: Increase renewable energy, particularly solar.

Strategy: Dedicate additional funds for renewable energy credits and more solar power; consider incentives for multifamily buildings and new development.

Desired outcome: Increase use of renewable energy and/or offset of non-renewable energy.

Tree Canopy Preservation

Goal: Preserve and grow tree canopy.

Strategy: Dedicate additional funds to support established tree and tree canopy goals.

Desired outcome: Greater maintenance of mature trees; more plantings on City and private property.

4) Engaged, Responsive & Service Oriented Government

Identify Policing Priorities

Goal: Identify policing priorities and explore options for enhanced police/community relations.

Strategy: In addition to community survey, hold community meetings and conversations to learn more about perceptions of police relations with the public. Develop and implement steps that the Police Department can take to improve community relations.

Desired outcome: Improved resident survey responses.

Improve Communications With Residents

Goal: Improve communications with residents, especially two-way online communication.

Strategy:

- Regularly update project directory, staff and Councilmember blogs on City website, promote My TkPk application.
- Explore ways in addition to Newsletter to get information to a broader array of residents.
- Develop innovative graphic representations of key issues to help communicate key issues to residents and policymakers in Rockville and Annapolis.
- Develop new notification system for utility and other work Conduct resident survey.

Desired outcome: Increase in use of My TkPk to report issues. Better communication with residents about utility and other work that may impact them. Data that can be used to inform decision-making.

User-Friendly Tree Policy

Goal: Make Tree Policy more “user-friendly” and easy to understand.

Strategy: Revise Tree Policy

Desired outcome: More easily understood Tree Policy.

5) Advance Economic Development Efforts

Attract New Business

Goal: Attract new businesses and prepare for economic development in the City and region while maintaining the special character of our community.

Strategy:

- Dedicate staff to proactive economic development efforts (possible new position).
- Tap into private sector expertise to explore what development opportunities are feasible.
- Work with neighboring communities and regional governmental agencies and established business associations to promote the City as an attractive place for economic development.
- Develop and implement plan of action for economic development; review sector plans and act/update as appropriate.
- Advocate for SHA reconstruction of New Hampshire Corridor consistent with New Ave plan. Seek support from Prince George’s County and the State in these efforts.
- Continue advocating for repurposing of WAH campus.

Desired outcome: Formalized economic development strategy. SHA reconstruction of New Hampshire Corridor. Vibrant WAH campus with community amenity and services offerings.



City of Takoma Park

Office of the City Manager
Phone: 301-891-7230
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7500 Maple Avenue
Takoma Park, MD 20912
www.takomaparkmd.gov

March 31, 2017

Honorable City Councilmembers and Residents:

With this letter, I submit for your review and consideration the Recommended Budget for the City of Takoma Park for Fiscal Year 2018 (FY18). The City's annual budget determines the manner in which services are delivered to the community and expresses the priorities of the City Council. The adoption of the budget is one of the most important actions that the City Council takes each year.

I am pleased to transmit a proposed budget that continues to advance the major long-term priorities of the City Council including economic development, environmental sustainability, and making the community livable for all, while providing excellent services to residents in a fiscally prudent way.

In this budget, I propose to lower the real property tax rate from \$0.5675 to \$0.56 per \$100 net assessed valuation. Although this rate is above the \$0.5358 Constant Yield tax rate, the additional funds are needed to address exciting and challenging Council priorities and also protect against possible future declines in revenue that may be an outcome of the federal budget process now underway.

Prepared for Action

Last year, a new Council and a new set of Council Priorities spurred a fresh look at City initiatives and services. As the Council prepared to set its priorities for the FY18 budget process, the accomplishments to date were reviewed at the Council meeting of November 30, 2016. The results were remarkable – so much had been achieved! I appreciate the clear expectations established by Council and I am proud of the work of our terrific City staff for showing how we can succeed together.

Besides the many accomplishments, there was also a great deal of work done in laying the groundwork for long term economic health and a livable community. A strategic plan for affordable housing and economic development is underway now that will recommend specific actions to meet the critical goals in these areas. Coupled with the State report on New Hampshire Avenue road and development matters requested by the City through the 2016 State Legislative process and the opening of the Takoma Langley Crossroads Transit Center this past year, we are closer than ever to tangible steps for securing our economic base.

Also through this past year, departments hired and organized staff and resources in order to be better situated to advance priorities for affordable housing, youth success, and environmental sustainability, including recommendations of the Tree Commission and Committee on the Environment/Green Team. In advancing our

goal to build strong police/community relationships and trust, efforts such as Unity in the Community, holding facilitated Police/teen dialogs and popular community events have helped identify many in the community who wish to partner for success in this area. And many staff and consultant hours have been spent on the plans for the two major street projects, the Ethan Allen Gateway and Flower Avenue Green Street, and for the Library renovation and expansion.

Budget Highlights by Council Priority

A Livable Community for All

- Proceeding with final designs and construction documents for a renovated and expanded Library, financed by a \$7 million bond
- Completion of the Sligo Mill Overlook Park
- Contribution of \$300,000 to the Housing Reserve to provide resources for some of the recommendations of the affordable housing strategic plan now underway
- Funds for property tax assistance for lower income homeowners
- \$100,000 for contracting with community partners to advance Council priorities
- Large investment in sidewalk and road improvements, including major work on the Ethan Allen Gateway and Flower Avenue Green Street projects
- Continued support for major community events and arts programming

Fiscally Sustainable Government

- Review of financial policies and priorities to maintain the highest standards of fiscal responsibility and to align, where possible, investment that advances community values
- Little change in real property tax rate and preservation of reserves to protect the City's financial base during upcoming years due to possible cuts in federal employment, contracts and aid
- Funds for lobbying and communication efforts to more successfully address tax duplication issues with Montgomery County
- Contribution of \$100,000 in excess of the actuarially-recommended amount for the Police Employees' Retirement Plan

Environmentally Sustainable Community

- Raise the base Stormwater Management Fee from \$55 to \$92 to be able to accomplish the large work program that comprises Takoma Park's responsibilities to protect the Chesapeake Bay and our local streams
- Continue significant education and incentive programs related to the Green Home Certification competition and Sustainable Energy Action Plan, with a particular emphasis on energy efficiency of multifamily and commercial buildings
- Continued efforts towards increasing the tree canopy

Engaged, Responsive, Service-oriented Government

- Undertake a fourth Community Survey to gather information to improve and target programs, services, and communication methods; work towards improved police/ community relations; and provide base information for the Council's Racial Equity efforts

Advance Economic Development Efforts

- Begin to implement the recommendations of the economic development strategic plan now underway
- New temporary full-time position to assist in economic development efforts
- Contracts with Old Takoma Business Association and Takoma/Langley Crossroads Development Authority for local business support

Departmental Operating Expenses

Although departmental work programs are directed toward advancing the Council's priorities, operating expenses have been kept to a minimum for FY18. These expenses are only 2.3% greater than those of FY17. Part of the reason for the modest increase is that we have now completed the three-year effort to bring staff salaries up to market rates and can return to a more standard rate of increase. In addition, worker's compensation increases were more manageable this year due to a better claims record for the City.

Borrowing Funds for Library and Major Street Construction

The most notable difference in the budget for FY18 has to do with debt. We propose to borrow \$7 million over 30 years for Library and related Community Center improvements. We also propose to borrow \$2 million over 15 years for the City's match to major federal grants for the Ethan Allen Gateway and Flower Avenue Green Street projects. Borrowing money ("bonding") allows payments to be spread over a long period of time, helping even out those payments while allowing tax payers from future years to help pay for the facilities that serve them.

Debt payments become part of an ongoing financial commitment for the term of the bond. Debt payments that had been about \$360,000 in FY17 will become over \$900,000 per year for the next few years. These amounts are well within indebtedness limits set by the Charter.

It is good financial practice to continue to invest in City facilities and infrastructure. The City's commitment to ongoing street improvements, major capital equipment replacement and facility improvements saves money in the long run. Not only are more costly emergency situations avoided, but regular investment allows for the energy savings that come with well-maintained equipment and facilities.

Stormwater Management Fee Increase

The City's stormwater facilities, including pipes, catch basins, and rain gardens, are built and maintained with funds from the City's Stormwater Management Fee and grants, not City tax funds. The base fee of \$55 per year was set in 2012, but the costs for the program have been outpacing the revenue for several years. New State requirements and the City's strong commitment to improving the water quality of Sligo Creek, Long Branch, the Anacostia Watershed and the Chesapeake Bay mean that much more funding is needed. This budget proposes an increase of the base Stormwater Management Fee to \$92 per year. While grant funding will

continue to be pursued for specific projects, cuts in environmental programs at the federal level will likely restrict the availability of these funds.

The base Stormwater Management Fee amount is the amount to be paid by an owner of a single-family home. Other property owners (including nonprofits) pay a larger amount based on the amount of impervious surface on their property, as determined by a survey done many years ago. In FY18, there will be a new survey of impervious surface by property. This will allow the City to update its calculations and may provide information for other approaches to assessing the stormwater management fee.

Summary

The FY18 budget is the product of months of preparation by the staff and Council. The Council's priorities have helped identify the components of this Recommended Budget. I look forward to the discussions of the budget with Council and to hearing from the public as the budget is considered in April and May.

As always, many City staff work together as a team to compile data and make budget recommendations and compromises. Then, they work together to see that the information is presented correctly and clearly in the budget document itself.

In addition to the Senior Leadership Team, I owe special thanks to Susan Cheung for her leadership and service as Finance Director. Ms. Cheung was helped by Alisa Trammell, Budget Specialist, who made the document preparation run more smoothly than ever before. What a delight to have this level of able leadership and assistance!

Finally, I would like to thank the City Councilmembers for their hard work and leadership. The direction provided through the Council's priority-setting process provides inspiration and focus to me and the staff and is greatly appreciated.

Sincerely,

Suzanne Ludlow

Suzanne Ludlow
City Manager

This is the City Manager's transmittal letter for the Recommended Budget. Please refer to the information on pages 29-32 for changes made in the Adopted Budget.

Acknowledgment

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

Takoma Park City Council

Mayor Kate Stewart

Councilmember Peter Kovar, Ward One

Councilmember Tim Male, Ward Two

Councilmember Rizzy Qureshi, Ward Three

Councilmember Terry J. Seamens, Ward Four

Councilmember Jarrett Smith, Ward Five

Councilmember Frederick Schultz, Ward Six

City Manager

Suzanne R. Ludlow

Deputy City Manager

Jason Damweber

Director of Finance

Susan Cheung

Senior Leadership

Ellen Arnold-Robbins, Director of Library

Alexis Blackwell, Director of Human Resources

Daryl Braithwaite, Director of Public Works

Jessie Carpenter, City Clerk

Abel Castillo, Information Systems Manager

Gregory Clark, Director of Recreation

Sara Daines, Director of Housing and Community Development

Richard Bowers, Police Captain (Budget)

Budget Document Preparation

Alisa Trammell, Budget Specialist

Budget Development Process

General Information

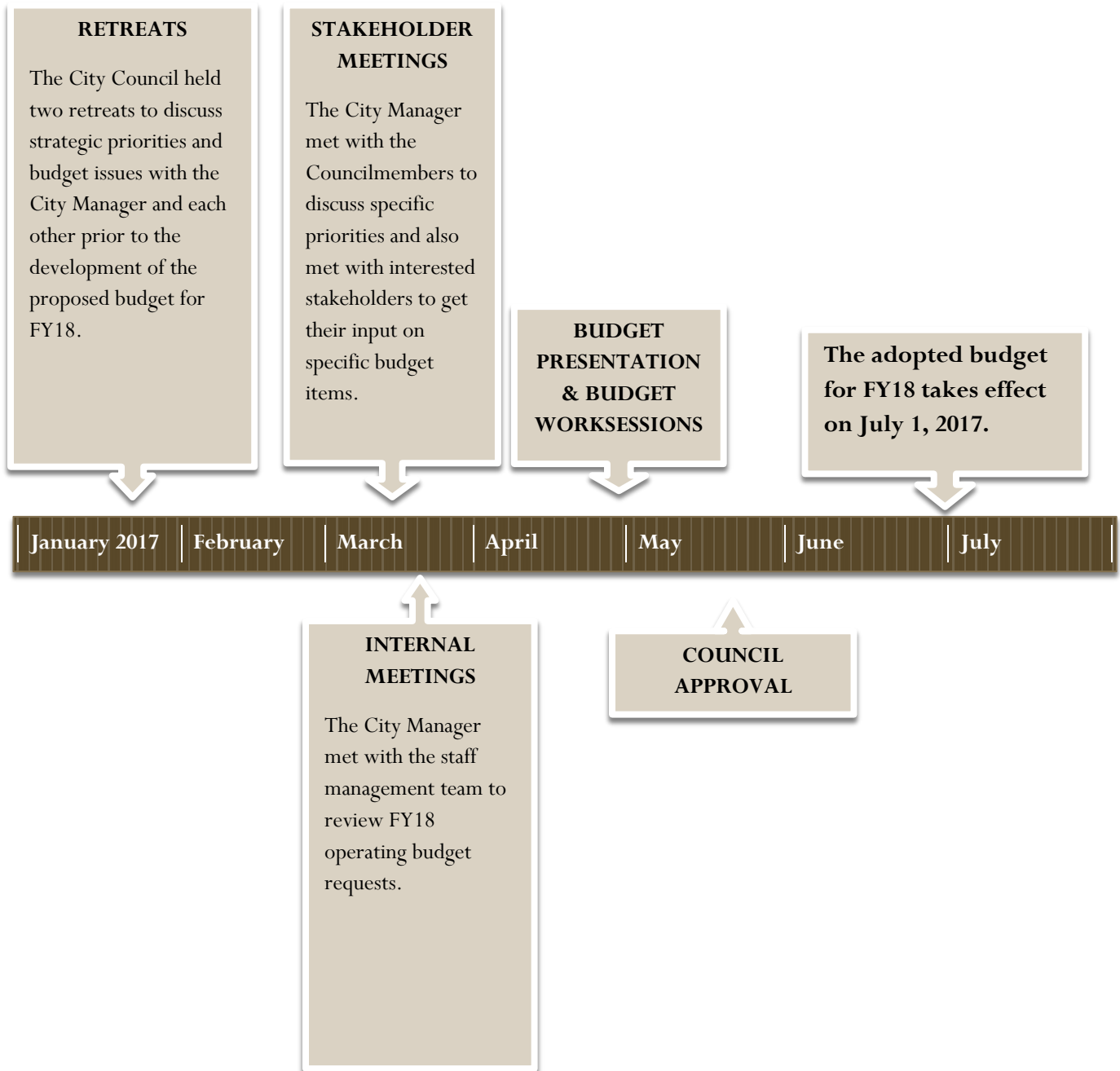
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

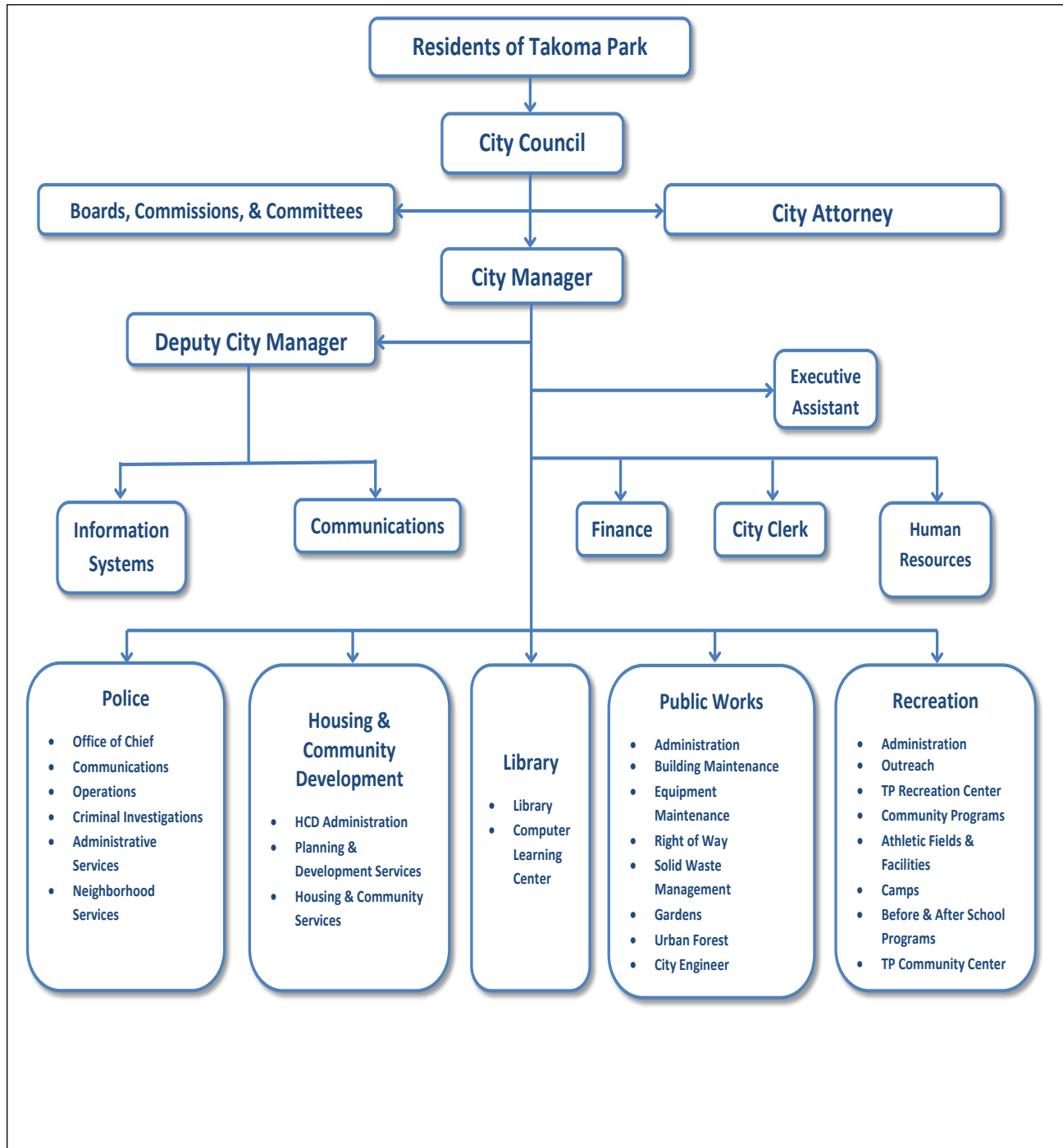
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

Budget Development Process



Organizational Chart



FY 2018 Budget at a Glance

- Total revenues (all funds) of \$31,966,462.
- Total expenditures (all funds) of \$40,046,683.
- Total General Fund revenues of \$24,450,000.
- Total General Fund expenditures of \$32,429,987.
- Assessable real property base (net) projected to increase by approximately \$146.3 million or 7.0 percent from FY17.
- Real property tax rate decreases to \$0.5348 per \$100 of assessed valuation. Real property tax revenues decrease by \$22,397 compared to constant yield rate of \$0.5358.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain at the \$3,513,643 level for the fifth year in a row.
- Staffing levels increase by 0.3 full-time equivalents. The net increase reflects a new Economic Development Planner position, the elimination of the Community Partnership position and adjustments to part-time hours.
- Anticipated General Fund expenditures of \$1.5 million for street, ADA sidewalk and Ethan Allen Gateway improvements. General Fund expenditures also include \$849,000 for the Flower Avenue Green Street Project to be paid by City’s issuance of a \$2 million Transportation Bond. The costs of Library design and renovation will be funded by a \$7 million Library Bond.
- Continued funding (\$140,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$720,000 to the Equipment Replacement Reserve Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including police cars, backhoe and leaf collection vacuums.
- Contribution of \$250,000 to replenish the Facility Maintenance Reserve.

FY 2018 Budget at a Glance

- Financial support for the Art Commission (\$17,280), the Takoma Park Independence Day Committee (\$17,500), the Takoma Park Folk Festival (\$20,000), the Community Grant programs (\$125,000), and Tree Fund Emergency Assistance (\$25,000).
- Continued financial support for emergency assistance services (\$30,000) to supplement donations made through the stormwater management fee billing.
- Funding to continue Council priorities of Housing Reserve Fund (\$300,000), Partnership Program (\$100,000) and fair tax duplication payments (lobbying assistance and graphic design work), as well as funding for a Community Survey (\$50,000), and improving police community relations (\$40,000).
- Expenditures of \$809,650 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, and bio-retention projects.
- Funding in the amount of \$5,473,386 in Special Revenue Funds for special projects, including \$1.3 million in grant funds for the Ethan Allen Gateway Streetscape Project, \$1 million for the Flower Avenue Green Street Project, and \$125,000 funding for Sligo Mill Overlook park construction, bicycle facility improvements, and audio-visual facility improvements.
- Anticipated expenditure of \$1,333,660 from Speed Camera Fund. Expenditures include payments to the program contractor, funding for the field equipment, and \$50,000 for police office renovation.
- Contribution of \$100,000 in excess of the actuarially recommended contribution amount for the Police Employees' Retirement Plan.

Personnel Schedule

| Staffing Summary by Department or Fund | Actual FY13 | Actual FY14 | Actual FY15 | Actual FY16 | Adopted FY 17 | Proposed FY 18 |
|--|----------------|----------------|----------------|----------------|------------------|-------------------|
| General Government | 16.88 | 16.95 | 17.50 | 17.50 | 17.25 | 16.75 |
| Police | 55.09 | 58.83 | 59.47 | 59.47 | 62.64 | 62.85 |
| Public Works | 32.85 | 32.85 | 34.85 | 35.85 | 35.85 | 36.10 |
| Recreation | 17.73 | 19.76 | 19.89 | 19.89 | 19.87 | 19.34 |
| Housing and Community Development | 10.66 | 10.66 | 9.75 | 9.63 | 8.51 | 9.38 |
| Communications | 2.00 | 4.00 | 4.35 | 5.62 | 5.75 | 5.75 |
| Library | 9.00 | 10.16 | 10.90 | 11.12 | 11.13 | 11.13 |
| Stormwater Management | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 |
| Special Revenue | 0.40 | 0.19 | - | - | - | - |
| Speed Camera | 6.26 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Full-Time Equivalents | 152.02 | 157.55 | 160.86 | 163.23 | 165.15 | 165.45 |



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Financial Structure Overview

The FY18 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

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

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

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

Financial Structure Overview

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. By State law, program revenues are restricted and cannot be used to fund general City operations. They may be used for purposes that improve public safety.

Accounting Guidelines

Balanced Budget Requirements

The City Manager proposes a budget to the Council at least sixty days before the beginning of any fiscal year. The budget provides a complete financial plan for the budget year and contains estimates of anticipated revenues and proposed expenditures for the coming year. The total of the anticipated revenues shall equal or exceed the total of the proposed expenditures. The budget shall be a public record in the City office, subject to public inspection.

Investment Policy

The State of Maryland allows municipalities to invest surplus funds in financial institutions within the State if the financial institution provides collateral with a market value that equals or exceeds the amount by which a deposit exceeds the deposit insurance. The City Council has adopted an investment policy, and the strategy calls for investment in low risk securities such as US government bonds, and some short-term investments such as certificates of deposit.

Capital Asset Policy

The policy requires all equipment, machinery, vehicles, land, buildings, infrastructure and improvements that cost \$5,000 or more to be classified as a capital asset and reported in the government-wide financial statements.

Annual Audit

The City is required to have an annual audit performed by an independent Certified Public Accountant. It is performed in accordance with generally accepted auditing standards, which require that the audit be planned and performed to obtain reasonable assurance that the financial statements are free of material misstatements.

Accounting Guidelines

Capital Improvement Project (CIP)

During budget deliberations, the City management encourages citizen participation in the Capital Improvements Project (CIP) process. Capital Improvement Projects include all construction and new infrastructure construction; major studies employing outside consultants relating to a potential CIP project; any equipment or furnishings or projects to furnish new buildings; and acquisition of land or buildings. Infrastructure is defined, for purposes of this policy, as street works including asphalt, concrete, sidewalks, curbs, gutters, streetlights and stormwater management. The CIP covers a five-year period and is revised annually in light of new and changing conditions.

Debt Policy

Neither Maryland State Law nor the City Charter mandates a limit on municipal debt. The City shall strive to maintain its net tax-supported debt at a level not to exceed 1% of the assessed valuation of taxable property within the City. The City shall strive to maintain its annual net tax-supported debt service costs at a level less than 15% of the combined expenditure budgets for the City's General and Special Revenue Funds.

Fund Balance

The stated goal of the Fund Balance Policy in the FY18 Budget is to maintain unassigned fund balance at the minimum of \$3.1 Million dollars or two months of General Fund operating expenditures as required by Government Finance Officers Association (GFOA) standard. Fund balance represents the excess of assets minus liabilities. Fund balance is commonly referred to as the City's reserves and can also be thought of as the cumulative balance of revenues exceeding expenditures. The City has chosen to utilize the available unassigned fund balance to subsidize the operating budget.

Combined Statement of Revenues, Expenditures, and Changes in Fund Balance – All Governmental Funds For the Fiscal Year Beginning July 1, 2017

| | General Fund | Stormwater Management Fund | Special Revenue Funds | Speed Camera Fund | Total |
|---|--------------------|----------------------------------|-----------------------------|-------------------------|--------------------|
| FY 2018 Revenues | 24,450,000 | 814,950 | 5,389,512 | 1,312,000 | 31,966,462 |
| FY 2018 Expenditures | 32,429,987 | 809,650 | 5,473,386 | 1,333,660 | 40,046,683 |
| Excess (deficiency) of revenues over expenditures | (7,979,987) | 5,300 | (83,874) | (21,660) | (8,080,221) |
| Other Financing Sources (Uses) | | | | | |
| Bond proceeds | 9,000,000 | - | - | - | 9,000,000 |
| Operating transfers in (out) | (450) | - | 450 | - | - |
| Total Other Financing Sources (Uses) | 8,999,550 | - | 450 | - | 9,000,000 |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 1,019,563 | 5,300 | (83,424) | (21,660) | 919,779 |
| Fund Balance | | | | | |
| Beginning of year | 10,983,260 | 72,205 | 2,987,317 | 443,138 | 14,485,920 |
| End of year | 12,002,823 | 77,505 | 2,903,893 | 421,478 | 15,405,699 |

Changes from the Proposed to the Adopted FY18 Budget General Fund

| | |
|--|-------------------|
| Proposed Revenue Total - City Manager's Proposed Budget | 24,989,500 |
| Taxes | |
| Decrease: Real Property Taxes | (566,000) |
| Intergovernmental Revenues | |
| Increase: Adjustment to Police Rebate Revenue | 26,500 |
| Adopted Revenue Total | 24,450,000 |

| | |
|--|-------------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 32,842,185 |
| General Government | |
| Increase: Council Intern | 15,000 |
| Police | |
| Increase: Funds for Police Accreditation | 15,000 |
| Decrease: Police Chief Salary for one month | (7,000) |
| Public Works | |
| Increase: Trees on Maple Avenue | 2,500 |
| Non-Departmental | |
| Decrease: Health Insurance estimated annual cost reduction | (80,000) |
| Increase: Tree fund for emergency assistance | 25,000 |
| Decrease: General Contingency (due to decrease in revenue) | (2,698) |
| Decrease: Workers Compensation Insurance Reduction | (150,000) |
| Capital Improvement Program | |
| Decrease: Neighborhood Community Economic Development | (50,000) |
| Decrease: HR/IT/HCD Office Improvement | (80,000) |
| Decrease: Reduction in ADA Sidewalk Work | (100,000) |
| Adopted Expenditure Total | 32,429,987 |

| | |
|--|------------|
| Proposed Transfer To Special Revenue Fund | 0 |
| Increase: Expenditure- Transfer Program Open Space Grant Match | 450 |
| Adopted Transfer To Special Revenue Fund | 450 |

Changes from the Proposed to the Adopted FY18 Budget Special Revenue Funds

| | |
|--|-----|
| Transfer from General Fund- City Manager's Proposed Budget | 0 |
| Increase: Transfer Revenue | 450 |
| Adopted Transfer To | 450 |

Changes from the Proposed to the Adopted FY18 Budget Speed Camera Fund

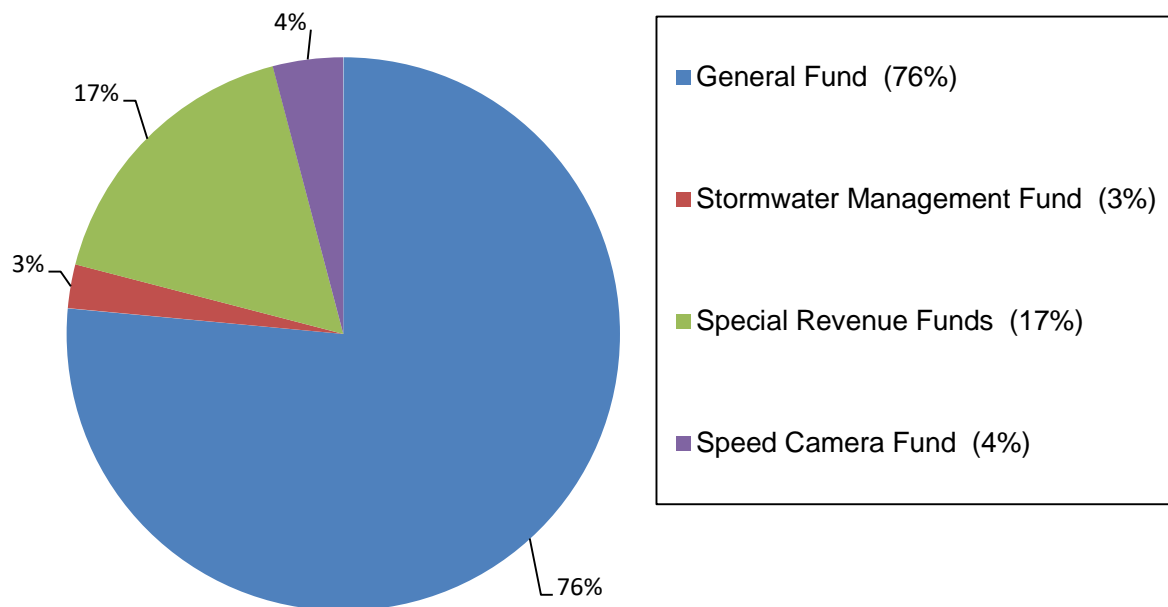
| | |
|--|------------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 1,335,460 |
| Decrease: Health Insurance Premium | (1,800) |
| Adopted Expenditure Total | 1,333,660 |

Changes from the Proposed to the Adopted FY18 Budget Stormwater Fund

| | |
|--|----------------|
| Proposed Expenditure Total - City Manager's Proposed Budget | 810,350 |
| Decrease: Health Insurance Premium | (700) |
| Adopted Expenditure Total | 809,650 |

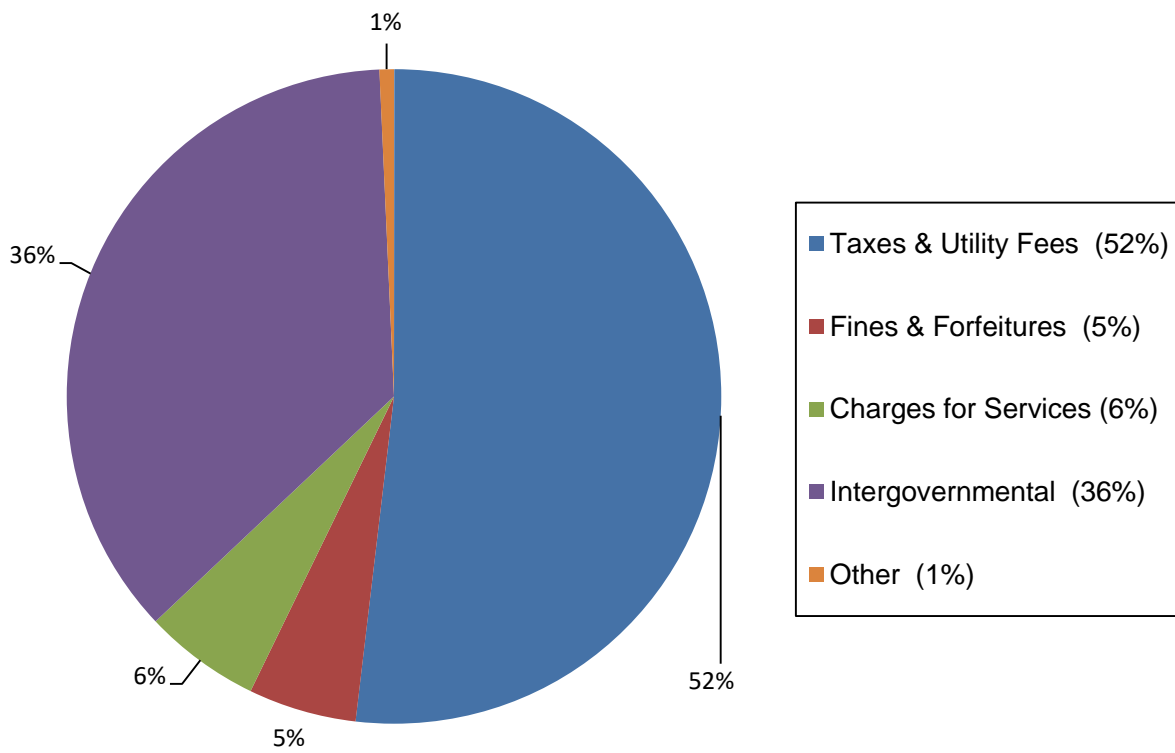
Budget Combined Revenues by Fund

| | |
|---------------------------------|--------------|
| TOTAL | \$31,966,462 |
| General Fund (76%) | \$24,450,000 |
| Stormwater Management Fund (3%) | \$814,950 |
| Special Revenue Funds (17%) | \$5,389,512 |
| Speed Camera Fund (4%) | \$1,312,000 |



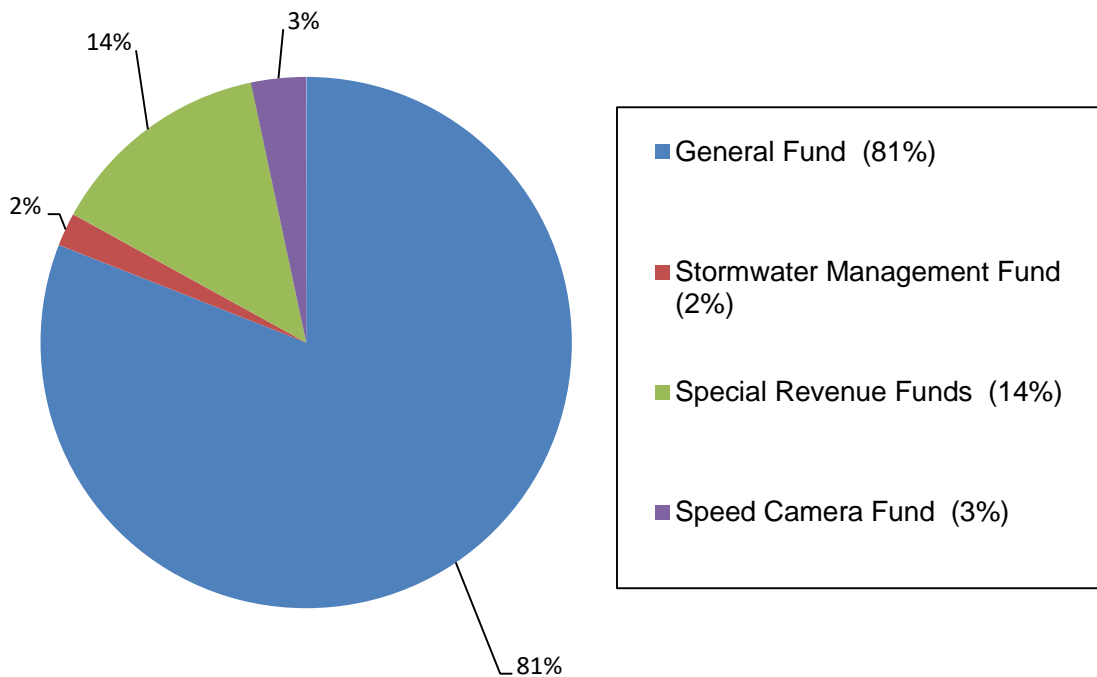
Budget Combined Revenues by Type (All Funds)

| | |
|----------------------------|--------------|
| TOTAL | \$31,966,462 |
| Taxes & Utility Fees (52%) | \$16,583,066 |
| Fines & Forfeitures (5%) | \$1,705,000 |
| Charges for Services (6%) | \$1,836,650 |
| Intergovernmental (36%) | \$11,613,042 |
| Other (1%) | \$228,704 |



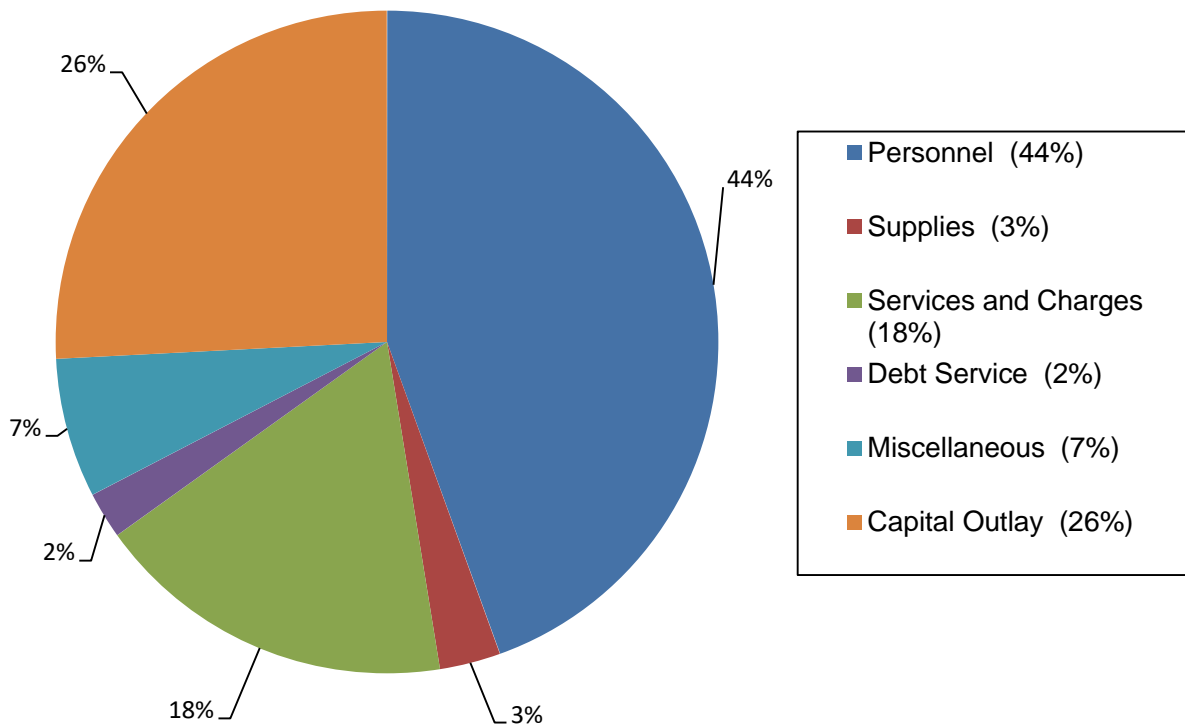
Budget Combined Expenditures by Fund

| | |
|---------------------------------|--------------|
| TOTAL | \$40,046,683 |
| General Fund (81%) | \$32,429,987 |
| Stormwater Management Fund (2%) | \$809,650 |
| Special Revenue Funds (14%) | \$5,473,386 |
| Speed Camera Fund (3%) | \$1,333,660 |



Budget Combined Expenditures by Type (All Funds)

| | |
|----------------------------|---------------|
| TOTAL | \$ 40,046,683 |
| Personnel (44%) | \$ 17,808,109 |
| Supplies (3%) | \$ 1,192,195 |
| Services and Charges (18%) | \$ 7,070,996 |
| Debt Service (2%) | \$910,160 |
| Miscellaneous (7%) | \$ 2,732,591 |
| Capital Outlay (26%) | \$10,332,632 |



General Fund Summary

| | Audited FY14 | Audited FY15 | Audited FY16 | Adopted FY17 | Projected FY17 | Adopted FY18 |
|---|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|
| REVENUES | | | | | | |
| Taxes and utility fees | 14,582,032 | 14,768,705 | 16,142,419 | 15,931,903 | 16,311,420 | 16,583,066 |
| Licenses and permits | 81,745 | 76,102 | 87,315 | 76,804 | 76,448 | 76,704 |
| Fines and forfeitures | 252,499 | 310,977 | 482,986 | 505,000 | 398,000 | 405,000 |
| Use of money and property | 26,134 | 29,728 | 53,214 | 22,000 | 15,350 | 17,000 |
| Charges for service | 1,149,875 | 1,165,613 | 1,141,780 | 1,178,530 | 1,184,705 | 1,141,450 |
| Intergovernmental | 5,608,108 | 6,089,787 | 5,818,760 | 6,165,493 | 6,056,873 | 6,149,780 |
| Miscellaneous | 54,639 | 149,143 | 215,008 | 71,500 | 77,000 | 77,000 |
| Total Revenues | 21,755,032 | 22,590,055 | 23,941,482 | 23,951,230 | 24,119,796 | 24,450,000 |
| EXPENDITURES | | | | | | |
| General Government | 2,677,802 | 2,841,800 | 3,053,281 | 3,119,326 | 2,937,560 | 3,321,564 |
| Police | 6,458,154 | 6,717,977 | 7,246,838 | 7,717,474 | 7,601,111 | 7,916,935 |
| Public Works | 4,275,607 | 4,219,023 | 4,618,791 | 4,882,170 | 4,765,050 | 5,004,486 |
| Recreation | 1,393,123 | 1,507,045 | 1,582,574 | 1,931,186 | 1,789,755 | 1,923,837 |
| Housing and Community Development | 1,415,762 | 1,566,810 | 1,517,686 | 1,758,172 | 1,568,578 | 1,773,520 |
| Communications | 426,521 | 468,120 | 500,162 | 598,460 | 512,460 | 591,785 |
| Library | 1,121,051 | 1,129,615 | 1,181,498 | 1,281,304 | 1,243,425 | 1,349,860 |
| Non-Departmental | 1,088,265 | 1,026,403 | 1,120,833 | 1,952,675 | 1,686,000 | 1,716,230 |
| Capital Outlay | 2,494,848 | 2,674,039 | 1,783,457 | 4,511,492 | 2,839,524 | 7,921,610 |
| Debt Service | 373,529 | 384,948 | 1,902,426 | 780,000 | 360,000 | 910,160 |
| Total Expenditures | 21,724,662 | 22,535,780 | 24,507,546 | 28,532,259 | 25,303,463 | 32,429,987 |
| Excess (deficiency) of revenues over expenditures | 30,370 | 54,275 | (566,064) | (4,581,029) | (1,183,667) | (7,979,987) |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Bond proceeds | - | - | 1,579,730 | 1,000,000 | - | 9,000,000 |
| Capital lease | - | - | | | | |
| Sale of property | - | - | | | | |
| Operating transfers in (out) | (5,465) | (13,014) | (27,108) | (450) | (84,934) | (450) |
| Total Other Financing Sources (Uses) | (5,465) | (13,014) | 1,552,622 | 999,550 | (84,934) | 8,999,550 |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 24,905 | 41,261 | 986,558 | (3,581,479) | (1,268,601) | 1,019,563 |
| FUND BALANCE | | | | | | |
| Beginning of year | 11,199,137 | 11,224,042 | 11,265,303 | 12,251,861 | 12,251,861 | 10,983,260 |
| End of year | 11,224,042 | 11,265,303 | 12,251,861 | 8,670,382 | 10,983,260 | 12,002,823 |

General Fund - Fund Balance Projection Detail

| | As Of June 30, 2016 | Additions | Deletions | As Of June 30, 2017 | Additions | Deletions | As Of June 30, 2018 |
|---|------------------------|-----------|-----------|------------------------|-----------|-----------|------------------------|
| Emergency Reserve | 455,069 | - | - | 455,069 | - | - | 455,069 |
| Equipment Replacement Reserve | 3,844,655 | 800,000 | 1,043,101 | 3,601,554 | 720,000 | 381,917 | 3,939,637 |
| WSSC Contribution for Future Street Work | 96,369 | - | - | 96,369 | - | - | 96,369 |
| Facility Maintenance Reserve | 596,330 | - | 61,233 | 535,097 | 250,000 | 144,000 | 641,097 |
| NonSpendable-Prepaid, Deposits, Inventory | 7,831 | 7,153 | 3,000 | 11,984 | - | 3,000 | 8,984 |
| Designated for Subsequent Year Expenditures | 2,324,965 | - | 1,056,364 | 1,268,601 | - | 1,268,601 | - |
| Housing Reserve | - | 400,000 | 50,000 | 350,000 | 300,000 | 350,000 | 300,000 |
| Bond Reserve | - | - | - | - | 3,500,000 | - | 3,500,000 |
| Total Reserved/NonSpendable Fund Balance | 7,325,219 | 1,207,153 | 2,213,698 | 6,318,674 | 4,770,000 | 2,147,518 | 8,941,156 |
| Total Unassigned Fund Balance | 4,926,642 | - | 262,056 | 4,664,586 | - | 1,602,919 | 3,061,667 |
| Total Fund Balance | 12,251,861 | | | 10,983,260 | | | 12,002,823 |

General Fund Revenues

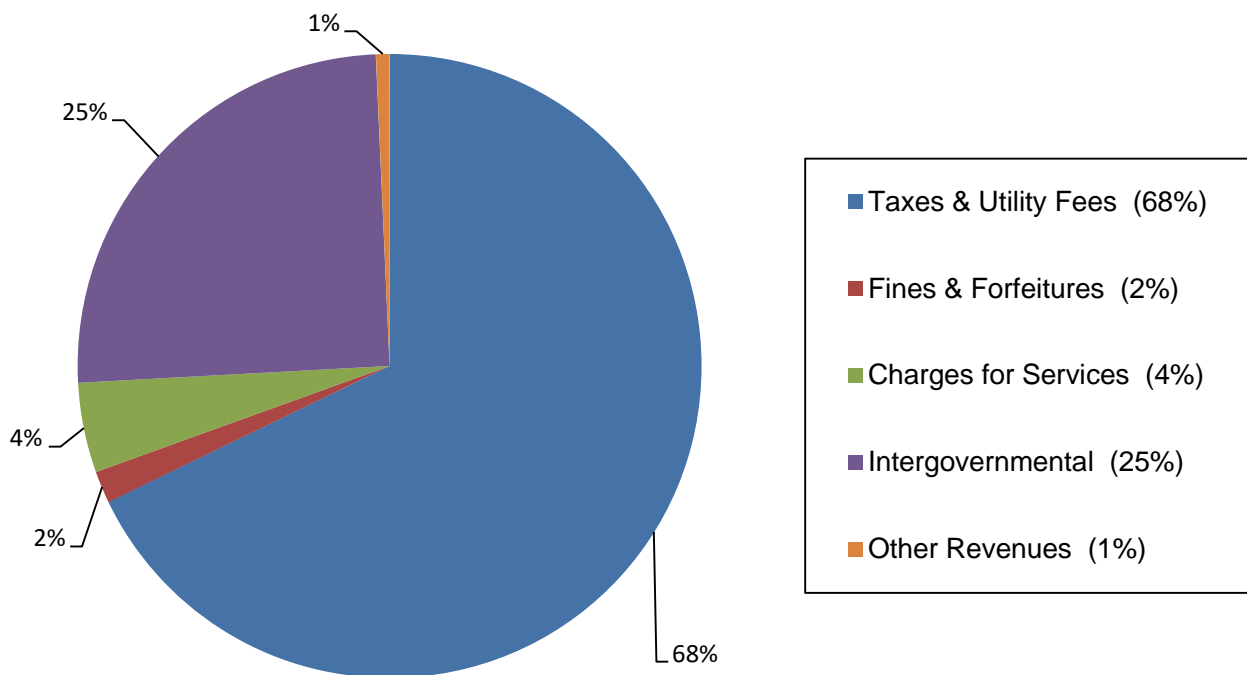
| | Audited | Audited | Audited | Adopted | Projected | Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <u>REVENUES BY SOURCE</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY17</u> | <u>FY18</u> |
| Taxes and Utility Fees | | | | | | |
| Real Property | 10,974,639 | 11,016,039 | 11,516,876 | 11,716,551 | 12,036,644 | 12,013,248 |
| Personal Property | 338,582 | 339,906 | 375,018 | 359,600 | 375,000 | 375,000 |
| RR and Public Utilities | 179,065 | 205,203 | 220,552 | 215,000 | 225,000 | 235,500 |
| Penalties and Interest | 43,195 | 48,066 | 64,336 | 36,000 | 100,000 | 100,000 |
| Admission and Amusement | 128,806 | 122,970 | 134,062 | 125,000 | 130,000 | 134,000 |
| Additions and Abatements | (43,185) | (64,967) | (8,713) | (35,000) | (50,000) | (35,000) |
| Highway | 289,165 | 303,608 | 346,015 | 364,752 | 344,776 | 360,318 |
| Income Tax | 2,671,765 | 2,797,878 | 3,494,273 | 3,150,000 | 3,150,000 | 3,400,000 |
| Total--Taxes and Utility Fees | 14,582,032 | 14,768,704 | 16,142,419 | 15,931,903 | 16,311,420 | 16,583,066 |
| Licenses and Permits | 81,745 | 76,102 | 87,315 | 76,804 | 76,448 | 76,704 |
| Fines and Forfeitures | 252,499 | 310,977 | 482,986 | 505,000 | 398,000 | 405,000 |
| Use of Money and Property | 26,134 | 29,728 | 53,214 | 22,000 | 15,350 | 17,000 |
| Charges for Services | | | | | | |
| Inspection Fees | 321,172 | 322,448 | 318,668 | 311,000 | 324,979 | 338,600 |
| Public Parking Facilities | 82,527 | 94,197 | 104,123 | 95,000 | 95,000 | 95,000 |
| Waste Collection & Disposal Charges | 73,066 | 72,192 | 69,011 | 71,000 | 71,000 | 71,000 |
| Recreation Programs and Services | 524,403 | 523,822 | 495,384 | 554,200 | 545,976 | 497,600 |
| Library Fines and Fees | 32,338 | 33,782 | 26,121 | 35,500 | 35,500 | 33,000 |
| Passport Services | 70,850 | 74,220 | 81,613 | 67,000 | 67,000 | 60,000 |
| Copying | 7 | 29 | - | 100 | - | - |
| Telephone Commissions | 17 | 10 | - | 30 | 30 | 30 |
| Special Trash Pickup | 7,930 | 7,945 | 8,435 | 8,000 | 8,000 | 8,500 |
| Recyclable Sales | 1,061 | 1,031 | 238 | 3,000 | 500 | 1,000 |
| Mulch Sales | 25,155 | 22,925 | 22,755 | 22,000 | 22,000 | 22,000 |
| Advertising--Bus Shelters | 5,785 | 7,504 | 9,873 | 6,000 | 9,000 | 9,000 |
| Farmer's Market | 5,564 | 5,508 | 5,559 | 5,700 | 5,720 | 5,720 |
| Total--Charges for Services | 1,149,875 | 1,165,613 | 1,141,780 | 1,178,530 | 1,184,705 | 1,141,450 |

General Fund Revenues

| | Audited | Audited | Audited | Adopted | Projected | Adopted |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUES BY SOURCE | FY14 | FY15 | FY16 | FY17 | FY17 | FY18 |
| Intergovernmental Revenues | | | | | | |
| Police Protection (State) | 420,029 | 433,382 | 401,570 | 437,295 | 437,295 | 437,300 |
| State & County Projects | 65,135 | 191,616 | 181,797 | 168,875 | 47,047 | 91,743 |
| Bank Share Tax | 5,643 | 5,643 | 5,643 | 5,643 | 5,643 | 5,643 |
| Montgomery County | - | 5,000 | - | - | - | - |
| Library Aid | 133,959 | 145,801 | 154,498 | 158,225 | 158,225 | 154,043 |
| Police Rebate | 952,413 | 920,996 | 930,658 | 986,340 | 986,000 | 1,039,388 |
| In Lieu of Police | 2,515,147 | 2,515,147 | 2,515,147 | 2,515,147 | 2,515,147 | 2,515,147 |
| In Lieu of Roads Maintenance | 743,199 | 743,199 | 743,199 | 743,199 | 743,199 | 743,199 |
| In Lieu of Parks Maintenance | 72,913 | 72,913 | 72,913 | 72,913 | 72,913 | 72,913 |
| In Lieu of Crossing Guard | 182,384 | 182,384 | 182,384 | 182,384 | 182,384 | 182,384 |
| Takoma/Langley Rec. Agreement | 87,650 | 87,650 | 85,020 | 85,020 | 85,020 | 85,020 |
| Hotel Motel Tax | 98,161 | 110,893 | 118,598 | 110,000 | 110,000 | 115,000 |
| Cable Franchise Fees | 246,827 | 250,223 | 250,290 | 242,718 | 245,000 | 246,000 |
| Cable--Operating | 74,648 | 424,939 | 177,043 | 457,734 | 469,000 | 462,000 |
| Chesapeake Bay Trust Grant | 10,000 | - | - | - | - | - |
| Total--Intergovernmental Revenues | 5,608,108 | 6,089,787 | 5,818,760 | 6,165,493 | 6,056,873 | 6,149,780 |
| Miscellaneous | | | | | | |
| Tree Fund | 15,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Sales of Impounded Property | 1,268 | 412 | 615 | 1,000 | 500 | 1,000 |
| Other | 29,347 | 28,703 | 112,852 | 25,000 | 28,000 | 30,000 |
| Insurance Claims | - | 13,628 | 40,037 | - | 5,000 | - |
| Administrative Fees--Parking | 2,920 | 5,910 | 7,980 | 5,500 | 5,500 | 6,000 |
| Federal Grant | 1,439 | 2,650 | 4,278 | - | - | - |
| Sale of City Property | 4,245 | 3,415 | 22,196 | 12,000 | 12,000 | 12,000 |
| Donations | 420 | 69,425 | 2,050 | 3,000 | 1,000 | 3,000 |
| Total--Miscellaneous | 54,639 | 149,143 | 215,008 | 71,500 | 77,000 | 77,000 |
| Total General Fund Revenues | 21,755,032 | 22,590,055 | 23,941,482 | 23,951,230 | 24,119,796 | 24,450,000 |

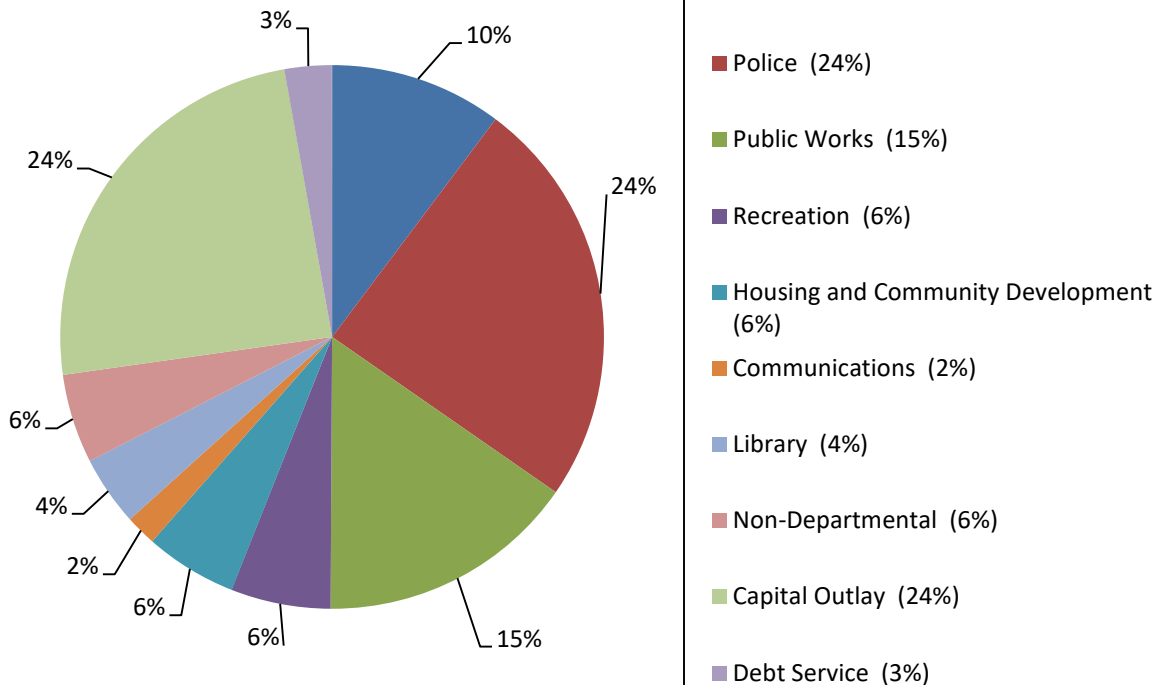
General Fund Revenues by Type

| | |
|----------------------------|--------------|
| TOTAL | \$24,450,000 |
| Taxes & Utility Fees (68%) | \$16,583,066 |
| Fines & Forfeitures (2%) | \$405,000 |
| Charges for Services (4%) | \$1,141,450 |
| Intergovernmental (25%) | \$6,149,780 |
| Other Revenues (1%) | \$170,704 |



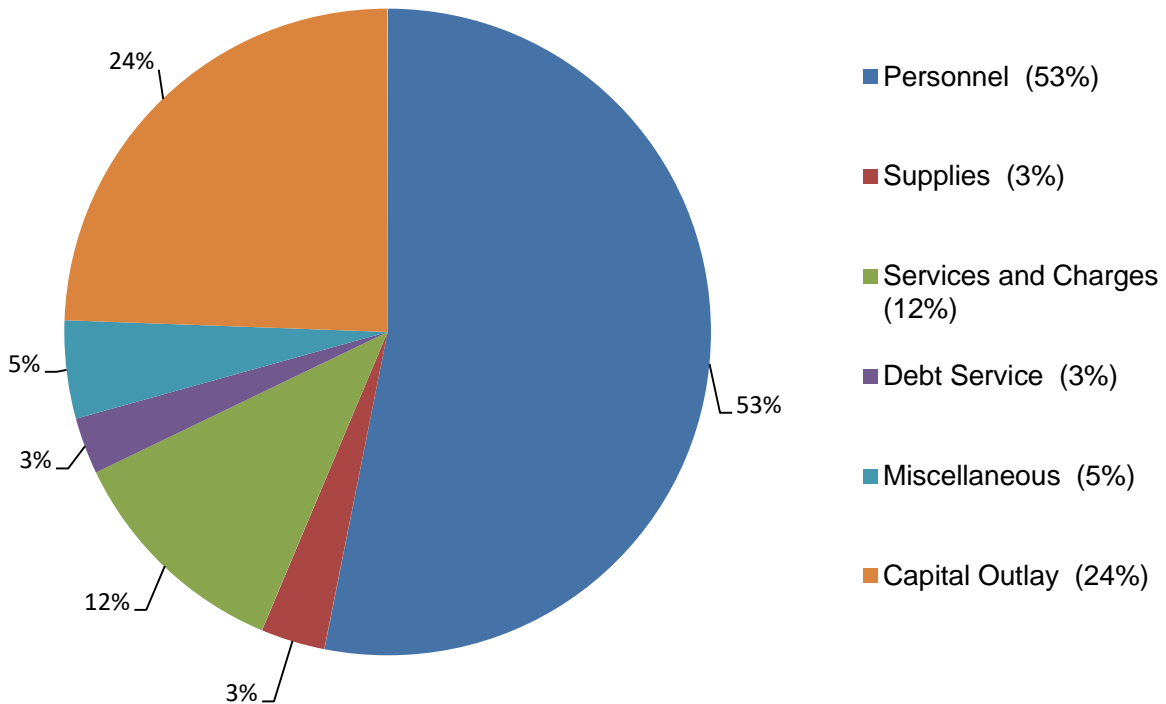
General Fund Expenditures by Activity

| | |
|--|--------------|
| TOTAL EXPENDITURES | \$32,429,987 |
| General Government (10%) | \$3,321,564 |
| Police (24%) | \$7,916,935 |
| Public Works (15%) | \$5,004,486 |
| Recreation (6%) | \$1,923,837 |
| Housing and Community Development (6%) | \$1,773,520 |
| Communications (2%) | \$591,785 |
| Library (4%) | \$1,349,860 |
| Non-Departmental (6%) | \$1,716,230 |
| Capital Outlay (24%) | \$7,921,610 |
| Debt Service (3%) | \$910,160 |



General Fund Expenditures by Type

| | |
|----------------------------|---------------|
| TOTAL | \$ 32,429,987 |
| Personnel (53%) | \$ 17,232,819 |
| Supplies (3%) | \$ 1,042,695 |
| Services and Charges (12%) | \$ 3,733,098 |
| Debt Service (3%) | \$910,160 |
| Miscellaneous (5%) | \$1,589,605 |
| Capital Outlay (24%) | \$7,921,610 |



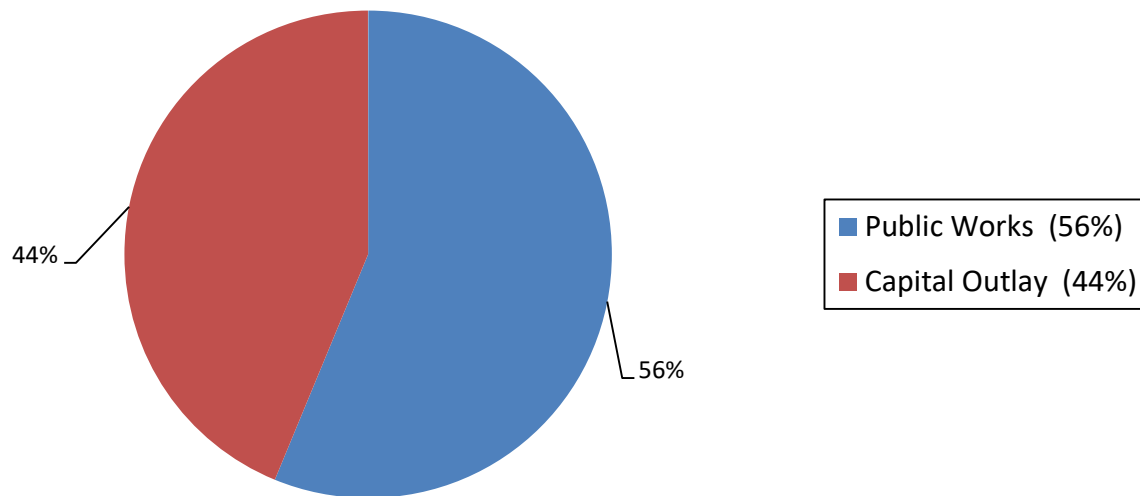
Stormwater Management Fund Summary

| | Audited FY14 | Audited FY15 | Audited FY16 | Adopted FY17 | Projected FY17 | Adopted FY18 |
|--|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | 50 | 2,800 | 6,179 | 1,000 | 1,000 | 1,000 |
| Fines and forfeitures | - | - | - | - | - | - |
| Use of money and property | - | - | - | - | - | - |
| Charges for service | 410,075 | 418,663 | 410,472 | 414,000 | 413,850 | 695,200 |
| Intergovernmental | 20,070 | - | - | 168,750 | 55,000 | 113,750 |
| Miscellaneous | 5,218 | 4,991 | 4,962 | 5,000 | 9,028 | 5,000 |
| Total Revenues | 435,413 | 426,454 | 421,613 | 588,750 | 478,878 | 814,950 |
| <u>EXPENDITURES</u> | | | | | | |
| Public Works | 282,154 | 331,035 | 351,623 | 381,750 | 394,800 | 455,300 |
| Capital outlay | 137,060 | 126,841 | 152,397 | 298,750 | 185,000 | 354,350 |
| Total Expenditures | 419,214 | 457,876 | 504,020 | 680,500 | 579,800 | 809,650 |
| Excess (deficiency) of revenues over expenditures | 16,199 | (31,422) | (82,407) | (91,750) | (100,922) | 5,300 |
| <u>OTHER FINANCING SOURCES (USES)</u> | | | | | | |
| Loan proceeds | - | - | - | - | - | - |
| Operating transfers in (out) | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | - | - | - | - |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 16,199 | (31,422) | (82,407) | (91,750) | (100,922) | 5,300 |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | 270,757 | 286,956 | 255,534 | 173,127 | 173,127 | 72,205 |
| End of year | 286,956 | 255,534 | 173,127 | 81,377 | 72,205 | 77,505 |

Note: The \$281,200 increase in the revenue of Charges for Service in FY18 is due to the proposed increase of the base Stormwater Management fee from \$55 to \$92.

Stormwater Management Fund Expenditures by Activity

| | |
|----------------------|-----------|
| TOTAL EXPENDITURES | \$809,650 |
| Public Works (56%) | \$455,300 |
| Capital Outlay (44%) | \$354,350 |



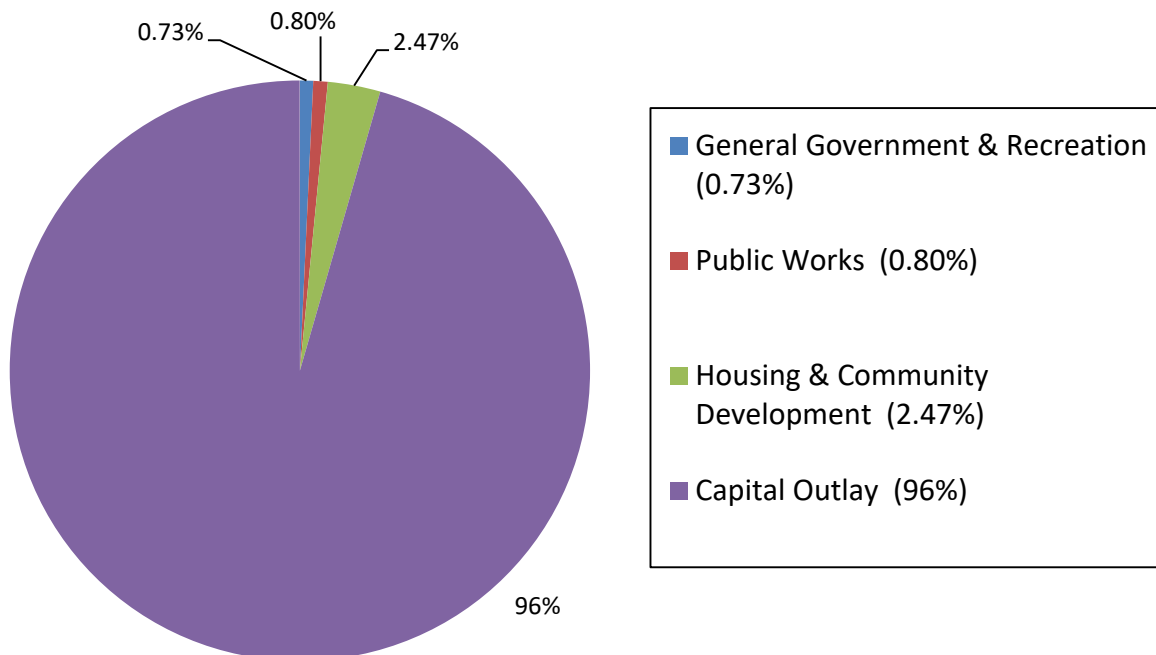
Special Revenue Funds Summary

| | Audited FY14 | Audited FY15 | Audited FY16 | Adopted FY17 | Projected FY17 | Adopted FY18 |
|--|------------------|------------------|------------------|------------------|-------------------|------------------|
| <u>REVENUES</u> | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | - | - | - | - | - | - |
| Fines and forfeitures | - | - | - | - | - | - |
| Use of money and property | - | - | - | - | - | - |
| Charges for service | - | - | - | - | - | - |
| Intergovernmental | 1,247,118 | 1,469,501 | 1,224,944 | 3,337,810 | 664,984 | 5,349,512 |
| Miscellaneous | 31,726 | 38,613 | 37,750 | 40,000 | 40,000 | 40,000 |
| Total Revenues | 1,278,844 | 1,508,114 | 1,262,694 | 3,377,810 | 704,984 | 5,389,512 |
| <u>EXPENDITURES</u> | | | | | | |
| General Government | 15,232 | 15,350 | 248,301 | 254,450 | 331,770 | 34,950 |
| Police | 10,173 | 1,842 | 18,096 | - | - | - |
| Public Works | 51,825 | 60,891 | 186,207 | 960,745 | 508,752 | 43,924 |
| Housing and Community Development | 221,431 | 285,057 | 212,417 | 747,750 | 327,162 | 160,042 |
| Recreation | - | - | 6,750 | 7,930 | 146 | 5,300 |
| Capital outlay | 347,126 | 1,303,363 | 107,469 | 1,256,000 | - | 5,229,170 |
| Total Expenditures | 645,787 | 1,666,503 | 779,240 | 3,226,875 | 1,167,830 | 5,473,386 |
| Excess (deficiency) of revenues over expenditures | 633,057 | (158,389) | 483,454 | 150,935 | (462,846) | (83,874) |
| <u>OTHER FINANCING SOURCES (USES)</u> | | | | | | |
| Operating transfers in (out) | 5,465 | 13,014 | 27,108 | 450 | 84,934 | 450 |
| Total Other Financing Sources (Uses) | 5,465 | 13,014 | 27,108 | 450 | 84,934 | 450 |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | 638,522 | (145,375) | 510,562 | 151,385 | (377,912) | (83,424) |
| <u>FUND BALANCE</u> | | | | | | |
| Beginning of year | 2,361,520 | 3,000,042 | 2,854,667 | 3,365,229 | 3,365,229 | 2,987,317 |
| End of year | 3,000,042 | 2,854,667 | 3,365,229 | 3,516,614 | 2,987,317 | 2,903,893 |

Note: At June 30, 2018, the ending fund reserve restricted for Cable Equipment purchases is \$2,896,700 and other Capital Improvement Projects is \$27,693.

Special Revenue Funds Expenditures by Activity

| | |
|---|-------------|
| TOTAL EXPENDITURES | \$5,473,386 |
| General Government & Recreation (0.73%) | \$40,250 |
| Public Works (0.80%) | \$43,924 |
| Housing & Community Development (2.47%) | \$160,042 |
| Capital Outlay (96%) | \$5,229,170 |



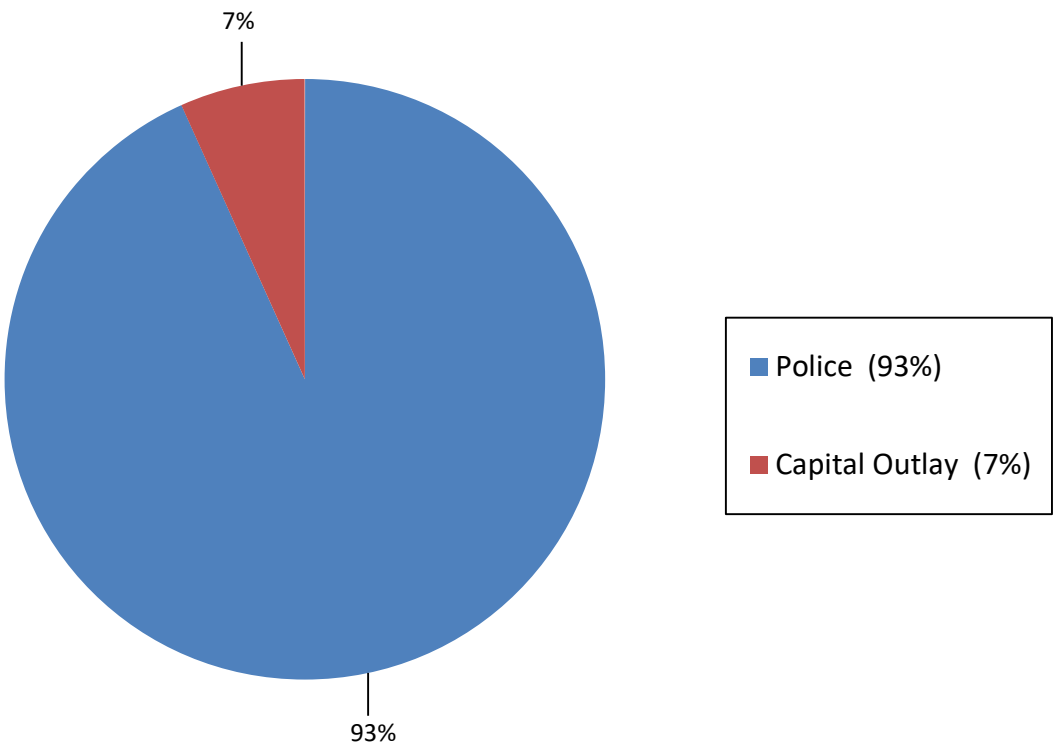
Speed Camera Fund Summary

| | Audited FY14 | Audited FY15 | Audited FY16 | Adopted FY17 | Projected FY17 | Adopted FY18 |
|---|------------------|------------------|------------------|------------------|-------------------|------------------|
| REVENUES | | | | | | |
| Taxes and utility fees | - | - | - | - | - | - |
| Licenses and permits | - | - | - | - | - | - |
| Fines and forfeitures | 1,702,807 | 1,747,787 | 1,561,395 | 1,300,000 | 1,300,000 | 1,300,000 |
| Use of money and property | 878 | 1,172 | 5,052 | 2,500 | 14,000 | 12,000 |
| Charges for service | - | - | - | - | - | - |
| Intergovernmental | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - |
| Total Revenues | 1,703,685 | 1,748,959 | 1,566,447 | 1,302,500 | 1,314,000 | 1,312,000 |
| EXPENDITURES | | | | | | |
| Police | 1,209,350 | 1,229,960 | 1,146,461 | 1,224,417 | 1,243,190 | 1,243,760 |
| Capital Outlay | 423,380 | 71,056 | 667,575 | 39,800 | 28,000 | 89,900 |
| Total Expenditures | 1,632,730 | 1,301,016 | 1,814,036 | 1,264,217 | 1,271,190 | 1,333,660 |
| Excess (deficiency) of revenues | | | | | | |
| over expenditures | 70,955 | 447,943 | (247,589) | 38,283 | 42,810 | (21,660) |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Bond proceeds | - | - | - | - | - | - |
| Operating transfers in (out) | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | - | - | - | - | - | - |
| Excess (deficiency) of revenues and | | | | | | |
| other financing sources over | | | | | | |
| expenditures and other financing uses | 70,955 | 447,943 | (247,589) | 38,283 | 42,810 | (21,660) |
| FUND BALANCE | | | | | | |
| Beginning of year | 129,019 | 199,974 | 647,917 | 400,328 | 400,328 | 443,138 |
| End of year | 199,974 | 647,917 | 400,328 | 438,611 | 443,138 | 421,478 |

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

Speed Camera Fund Expenditures by Activity

| | |
|---------------------|-------------|
| TOTAL EXPENDITURES | \$1,333,660 |
| Police (93%) | \$1,243,760 |
| Capital Outlay (7%) | \$89,900 |



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IN THIS SECTION:

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| • Finance | 58 |
| • Legal Services | 61 |
| • Information Systems | 63 |
| • Human Resources | 66 |
| • City Clerk | 69 |

Department Summary

Department Overview:

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

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

| <i>Staffing Summary by Division (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|-------------------------|
| <i>General Management</i> | 4.00 | 3.50 | 3.00 |
| <i>Finance</i> | 5.50 | 5.50 | 5.50 |
| <i>Information Systems</i> | 3.50 | 3.50 | 3.50 |
| <i>Human Resources</i> | 2.00 | 2.00 | 2.00 |
| <i>City Clerk</i> | 2.50 | 2.75 | 2.75 |
| <i>Department Total FTEs</i> | 17.50 | 17.25 | 16.75 |

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Passport Service</i> | 81,613 | 67,000 | 67,000 | 60,000 |
| <i>Investment Earnings</i> | 42,728 | 22,000 | 15,350 | 17,000 |
| <i>Subtotal</i> | 124,341 | 89,000 | 82,350 | 77,000 |
| <i>General Fund</i> | 2,928,940 | 3,030,326 | 2,855,210 | 3,244,564 |
| <i>Department Total</i> | 3,053,281 | 3,119,326 | 2,937,560 | 3,321,564 |

Department Summary

| <i>Dept. Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | <i>1,517,601</i> | <i>1,509,320</i> | <i>1,467,100</i> | <i>1,580,500</i> |
| <i>Fringe Benefits</i> | <i>570,944</i> | <i>549,500</i> | <i>565,100</i> | <i>570,607</i> |
| <i>Overtime</i> | <i>35,335</i> | <i>15,000</i> | <i>12,000</i> | <i>13,000</i> |
| <i>Employee Recognition</i> | <i>3,085</i> | <i>570</i> | <i>540</i> | <i>5,565</i> |
| <i>Personnel Subtotal</i> | <i>2,126,965</i> | <i>2,074,390</i> | <i>2,044,740</i> | <i>2,169,672</i> |
| <i>Supplies</i> | <i>34,170</i> | <i>31,300</i> | <i>26,620</i> | <i>26,400</i> |
| <i>Services and Charges</i> | <i>728,427</i> | <i>818,736</i> | <i>697,600</i> | <i>924,042</i> |
| <i>Miscellaneous</i> | <i>163,719</i> | <i>194,900</i> | <i>168,600</i> | <i>201,450</i> |
| <i>Department Total</i> | <i>3,053,281</i> | <i>3,119,326</i> | <i>2,937,560</i> | <i>3,321,564</i> |

| <i>Dept. Expenditures by Division</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|-------------------------|-------------------------|---------------------------|-------------------------|
| <i>Legislative</i> | <i>195,242</i> | <i>210,630</i> | <i>194,400</i> | <i>274,095</i> |
| <i>General Management</i> | <i>762,176</i> | <i>685,620</i> | <i>648,460</i> | <i>712,836</i> |
| <i>Finance</i> | <i>636,477</i> | <i>610,880</i> | <i>605,330</i> | <i>646,308</i> |
| <i>Legal Services</i> | <i>263,590</i> | <i>316,639</i> | <i>244,100</i> | <i>302,700</i> |
| <i>Information Systems</i> | <i>615,827</i> | <i>655,552</i> | <i>627,190</i> | <i>655,77</i> |
| <i>Human Resources</i> | <i>313,302</i> | <i>324,005</i> | <i>315,790</i> | <i>413,221</i> |
| <i>City Clerk</i> | <i>266,667</i> | <i>316,000</i> | <i>302,290</i> | <i>316,527</i> |
| <i>Department Total</i> | <i>3,053,281</i> | <i>3,119,326</i> | <i>2,937,560</i> | <i>3,321,564</i> |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$181,766 less than budget.*
- *The variance is primarily attributable to lower than anticipated costs for labor counsel in the current fiscal year as well as position vacancies for a portion of the year.*

FY18 Budget Highlights:

- *Departmental expenditures are \$202,238 higher — an increase of 6.5 percent — compared to budgeted expenditures for FY17. The variance is due in part to expected increases in personnel expenses, including the addition of a full time intern in Human Resources, funds for a compensation and classification study, and funds for election related expenses, which were not in last year's budget.*
- *Approximately 65 percent of departmental expenditures are personnel related (which is the same as FY17).*
- *Approximately 28 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, computer and technology hardware, and software maintenance fees.*
- *Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.*



Legislative

Division Purpose:

Accounts for salary and fringe benefits costs of the seven members of the City Council, as well as other expenses related to the activities of the Council. Costs for the biennial City elections are accounted for in this division.

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|-------------------------------------|---------------------------|----------------------------|------------------------------|----------------------------|
| <i>Legislative</i> | 195,242 | 210,630 | 194,400 | 274,095 |
| <i>Division Total</i> | 195,242 | 210,630 | 194,400 | 274,095 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|---------------------------|----------------------------|------------------------------|----------------------------|
| <i>Wages</i> | 76,852 | 77,800 | 77,500 | 95,000 |
| <i>Fringe Benefits</i> | 37,094 | 42,000 | 36,500 | 30,500 |
| <i>Overtime</i> | - | - | - | - |
| <i>Personnel Subtotal</i> | 113,946 | 119,800 | 114,000 | 125,500 |
| <i>Supplies</i> | 92 | - | - | - |
| <i>Services and Charges</i> | 43,621 | 53,580 | 39,400 | 91,595 |
| <i>Miscellaneous</i> | 37,583 | 37,250 | 41,000 | 57,000 |
| <i>Division Total</i> | 195,242 | 210,630 | 194,400 | 274,095 |

Legislative

Adopted to Estimated Actual FY17:

- *Division expenditures are anticipated to be \$16,230 less than budgeted.*
- *The variance results from lower than expected costs for fringe benefits and a delay in contracting for lobbying services to advocate at the county level.*
- *Election expenditures are classified as miscellaneous. For FY 17, \$500 was budgeted to cover mailings to non-citizen voters and other small election-related expenses. This budget line was used to fund a mailing to notify residents about the public hearing on the Adopted election date change and the sharing of polling places with Montgomery County, resulting in miscellaneous expenditures that were 10 percent higher than budgeted.*

FY18 Budget Highlights:

- *Division expenditures are \$63,465 higher than budgeted for FY 2017, an increase of 30 percent.*
- *The Legislative Division budget typically varies from year to year due to the biennial election. The next election will take place in FY 2018. Election expenditures for the November 2017 election are budgeted at \$15,000.*
- *Approximately 46 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count.*
- *Members of the City Council may elect to receive health benefits at 50 percent of the lowest cost base plan available to employees.*
- *Every four years, the Council appoints a Compensation Committee to recommend changes, if any, to the salary and compensation of the City Council. Until the next Compensation Committee is appointed and submits its findings, the City Council's salary is adjusted according to the 12-month percent of change in the annual Wage and Salaried Employment Cost Index for State and Local Government calculated as of December of the prior year, or 0.0%, whichever is greater.*
- *Services and Charges account for about 35 percent of the division budget. This category includes contractual lobbying assistance (\$62,000), consultant funds (\$25,000), and the cost of cell phones for the City Council (\$3,595). The lobbying assistance includes advocacy for the City at both the State and County levels.*
- *Miscellaneous expenditures account for approximately 22 percent of the legislative budget. This category includes expenses for the 2017 election (\$15,000), expenditures associated with City Council meetings and receptions (\$5,000), funding to support the work of the Council-appointed boards, commissions and committees (\$2,000), and conference attendance and training for the Council (\$27,000).*

General Management

Division Purpose:

Oversee the daily operations of the City. Provide professional recommendations to the City Council. Implement the policies and strategic objectives of the City Council. Direct and facilitate work to address City Council's adopted priorities. Respond to inquiries from City residents and others. Communicate with other governments and agencies.

Management Objectives:

- *Advance the Council's interests in economic development, environmental sustainability, quality of life, excellent service provision, and fiscal prudence through effective leadership and management.*
- *Proactively bring to the Council's attention areas where new policies or practices should be considered due to changes in fiscal capacity, technological innovations, or actions of other levels of government.*
- *Manage the City government in accordance with the parameters of the City's operating and capital budget. Provide quarterly financial reports to the City Council.*
- *Promote the interests of the City with other levels of government.*
- *Ensure that the City is prepared for unanticipated emergencies.*

General Management

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 4.00 | 3.50 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 4.00 | 3.50 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|-------------------------|-------------------------|
| <i>City Manager</i> | 1.00 | 1.00 |
| <i>Deputy City Manager</i> | 1.00 | 1.00 |
| <i>Executive Assistant</i> | 1.00 | 1.00 |
| <i>Lifelong Takoma Program Manager</i> | 0.50 | - |
| <i>Division Total FTEs</i> | 3.50 | 3.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>General Management</i> | 762,176 | 685,620 | 648,460 | 712,836 |
| <i>Division Total</i> | 762,176 | 685,620 | 648,460 | 712,836 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 452,137 | 415,700 | 396,100 | 405,000 |
| <i>Fringe Benefits</i> | 146,544 | 135,500 | 136,600 | 135,476 |
| <i>Overtime</i> | 11,916 | 6,000 | 500 | 1,000 |
| <i>Employee Recognition</i> | 150 | 120 | 90 | 150 |
| <i>Personnel Subtotal</i> | 610,747 | 557,320 | 533,290 | 541,896 |
| <i>Supplies</i> | 9,927 | 11,000 | 8,320 | 10,000 |
| <i>Services and Charges</i> | 60,514 | 44,600 | 36,650 | 87,940 |
| <i>Miscellaneous</i> | 80,988 | 72,700 | 70,200 | 73,000 |
| <i>Division Total</i> | 762,176 | 685,620 | 648,460 | 712,836 |

General Management

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$37,160 less than budget. The variance is attributable to the mid-year elimination of the Lifelong Takoma Program Manager position.*

FY18 Budget Highlights:

- *Division expenditures are \$27,216 higher — an increase of 4 percent — compared to budgeted expenditures for FY17. This increase is attributable to the addition of funds in the FY18 budget for a contracted community survey.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Services and charges account for 12.3 percent of division expenditures. This category includes items such as telephone charges (\$8,500), copying/printing costs (\$19,000) and contractual services (\$52,500). In 2018, the City is planning to conduct a Community Survey which is estimated to cost \$50,000.*
- *Approximately 10 percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$44,300.*

Finance

Division Purpose:

Assist the departments of the City government in meeting their service objectives by allocating and tracking the organization's financial resources, processing financial transactions and payroll, and providing information and analyses as a basis of decision making. Bill and collect certain revenue sources and provide assistance to taxpayers and other customers. Safeguard and invest City funds. Prepare internal and external financial reports.

Management Objectives:

- *Comply with Generally Accepted Accounting Principles.*
- *Receive an unmodified audit opinion on financial statements.*
- *Monitor cash flow needs to maximize investment income.*
- *Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.*
- *Ensure timely, accurate, and equitable collection of all revenues due to the City.*
- *Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations to advance the Council's interests in fiscal prudence.*
- *Complete the upgrade to the City's financial systems with implementation of credit card program to align with Tyler Technologies software upgrade in FY18 while continuing to maintain daily operations.*
- *Accounts Payable and General Ledger Modules are integrated to paperless storage of financial documents in the TCM imaging system of City's financial software.*

Performance/Workload Measures:

| Measurement | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|-------------------|-------------------|
| Unmodified audit opinion | Yes | Yes | Yes |
| Number of Audit Findings | None | None | None |
| Certificate of Achievement for Excellence in Financial Reporting | Yes | Yes | Yes |
| Percentage of employees on payroll direct deposit | 92% | 92% | 92% |
| Number of payroll checks and direct deposits | 5,200 | 5,580 | 5,600 |
| Number of accounts payable checks issued | 3,700 | 3,472 | 3,550 |
| Number of stormwater bills issued | 5,900 | 6,114 | 6,214 |
| Number of rental license bills issued | 700 | 669 | 670 |
| Number of refuse bills issued | 290 | 285 | 300 |

Finance

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 5.50 | 5.50 | 5.50 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 5.50 | 5.50 | 5.50 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Director of Finance</i> | 1.00 | 1.00 |
| <i>Accounting Supervisor</i> | 1.00 | 1.00 |
| <i>Account Clerk II</i> | 2.00 | 2.00 |
| <i>Accounting Assistant</i> | 0.50 | 0.50 |
| <i>Budget Specialist</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 5.50 | 5.50 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Finance</i> | 636,477 | 610,880 | 605,330 | 646,308 |
| <i>Division Total</i> | 636,477 | 610,880 | 605,330 | 646,308 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 387,607 | 360,500 | 354,500 | 367,500 |
| <i>Fringe Benefits</i> | 148,573 | 138,500 | 147,500 | 156,678 |
| <i>Overtime</i> | 5,238 | 1,500 | 2,700 | 2,500 |
| <i>Employee Recognition</i> | 1,180 | 180 | 180 | 3,180 |
| <i>Personnel Subtotal</i> | 542,598 | 500,680 | 504,880 | 529,858 |
| <i>Supplies</i> | 2,390 | 4,000 | 3,800 | 4,000 |
| <i>Services and Charges</i> | 90,600 | 93,100 | 93,150 | 103,450 |
| <i>Miscellaneous</i> | 889 | 13,100 | 3,500 | 9,000 |
| <i>Division Total</i> | 636,477 | 610,880 | 605,330 | 646,308 |

Finance

Adopted to Estimated Actual FY17:

Division expenditures are expected to be \$5,550 less than budget. The variance is attributable to reduction in training costs. Staff training and conference budget will be increased in FY18.

FY18 Budget Highlights:

- *Transitions in division expenditures are \$35,428 higher – an increase of 5.8 percent – compared to budgeted expenditures for FY17. The variance is attributable to the increase in fringe benefit costs. Additional funds are provided for printing, copying and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 82 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 \$116,450 or about 18 percent, of division expenditures. The increase in services and charges is due to the estimated increased cost of new independent auditing services for the next five years.*

Legal

Division Purpose:

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

Management Objectives:

- Provide legal representation to the City Council and staff that protects the current and future interests of the City, in a timely fashion.
- Monitor evolving legal issues and changes in law that may impact the City of Takoma Park.
- Provide specialized advice to the City Council on development matters.

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Legal</i> | 263,590 | 316,639 | 244,100 | 302,700 |
| <i>Division Total</i> | 263,590 | 316,639 | 244,100 | 302,700 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Supplies</i> | - | - | - | - |
| <i>Services and Charges</i> | 262,479 | 313,539 | 241,400 | 300,000 |
| <i>Miscellaneous</i> | 1,111 | 3,100 | 2,700 | 2,700 |
| <i>Division Total</i> | 263,590 | 316,639 | 244,100 | 302,700 |

Legal

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$72,539 lower than budgeted. This variance is primarily attributable to lower than expected costs for labor counsel.*

FY18 Budget Highlights:

- *Division expenditures are \$13,939 lower — a decrease of 4.4 percent — compared to budgeted expenditures for FY17.*
- *The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count. The budget for general counsel services is \$190,000.*
- *The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters. The budget for labor counsel is \$70,000.*
- *In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total about one percent of division expenditures.*

Information Systems

Division Purpose:

The Information Systems Division provides leadership and support on all City technical activities. Through the use of computer and communications systems, the division implements and supports technologies that enable City staff achieve their departmental goals.

Management Objectives:

- *Ensure that network infrastructure and equipment is maintained and serviced using best practices so they can provide maximum up-time. Maintain backups of critical software and data.*
- *Continue server virtualization and consolidation efforts thereby reducing power consumption.*
- *Pursue greater bandwidth capabilities with multiple vendors in order to ensure that sufficient capacity exists as City moves to more cloud computing solutions.*
- *Oversee new financial software implementation.*
- *Continue supporting City-wide move toward paperless operations and other green computing initiatives that promote the City's sustainability priorities.*
- *Continue to implement strategies recommended in the IT Strategic Plan.*
- *Utilize the Technology Steering Committee's technology investment strategy for developing and evaluating technology project requests.*

Performance/Workload Measures:

| Measurement | Actual FY16 | Estimated FY17 | Projected FY18 |
|-------------------------------|----------------|-------------------|-------------------|
| Network uptime | 98.70% | 99.50% | 99.99% |
| E-mail services uptime | 99.90% | 99.90% | 99.90% |
| Financial Services uptime | 99.70% | 99.90% | 99.90% |
| Servers in VMWare environment | 28 | 30 | 25 |
| Applications in the Cloud | 7 | 9 | 10 |
| Number of Help Desk calls | 2,066 | 3,045 | 3,500 |

Information Systems

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.50 | 3.50 | 3.50 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 3.50 | 3.50 | 3.50 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|-------------------------|-------------------------|
| <i>Information Technology Manager</i> | 1.00 | 1.00 |
| <i>Information Technology Specialist</i> | 2.00 | 2.00 |
| <i>Administrative Assistant</i> | 0.50 | 0.50 |
| <i>Division Total FTEs</i> | 3.50 | 3.50 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Information Systems</i> | 615,827 | 655,552 | 627,190 | 655,877 |
| <i>Division Total</i> | 615,827 | 655,552 | 627,190 | 655,877 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 234,446 | 257,500 | 247,000 | 264,000 |
| <i>Fringe Benefits</i> | 101,840 | 104,500 | 104,500 | 107,670 |
| <i>Overtime</i> | 6,192 | 3,000 | 4,000 | 3,000 |
| <i>Employee Recognition</i> | 105 | 120 | 90 | 1,120 |
| <i>Personnel Subtotal</i> | 342,583 | 365,120 | 355,590 | 375,790 |
| <i>Supplies</i> | 15,897 | 8,000 | 8,000 | 5,000 |
| <i>Services and Charges</i> | 256,054 | 274,832 | 256,500 | 267,487 |
| <i>Miscellaneous</i> | 1,293 | 7,600 | 7,100 | 7,600 |
| <i>Division Total</i> | 615,827 | 655,552 | 627,190 | 655,877 |

Information Systems

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$28,362 lower than budget. The variance is primarily due to lower than anticipated personnel costs and costs for contracted services.*

FY18 Budget Highlights:

- *Overall division expenditures are \$325 higher — an increase of 0.04 percent — compared to budgeted expenditures for FY17. Services and charges decreased due to lower software maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 57 percent of division expenditures are personnel costs.*
- *Services and charges account for 41 percent of division expenditures. All software licensing and vendor provided technical support costs are funded by this category. All expenses incurred for hardware and software used in network monitoring, internet access security, virus protection, spam blocking and content filtering also fall under this category. In addition, contractual expenses incurred with our network and security consultants fall in this section as well.*

Human Resources

Division Purpose:

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

Management Objectives:

- *Development of training program for staff*
- *Safety & Health:*
 - *Develop strong safety culture.*
 - *Implement effective wellness program.*
- *Reduce workers' compensation costs by:*
 - *Reducing total days away from work by increasing light duty opportunities for injured workers.*

Performance/Workload Measures:

| Measurement | Actual FY14 | Actual FY16 | Estimated FY17 | Projected FY18 |
|------------------------------------|----------------|----------------|-------------------|-------------------|
| Total New Hires | N/A | 58 | 35 | 58 |
| Average Days to Hire | 86 | 88 | 80 | 88 |
| Number of Workers' Comp Injuries | 24 | 26 | 25 | 25 |
| Number of Days Off Due to Injuries | 318 | 1,167 | 300 | 250 |

Human Resources

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 2.00 | 2.00 | 2.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 2.00 | 2.00 | 2.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Human Resources Director</i> | 1.00 | 1.00 |
| <i>Human Resources Generalist</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 2.00 | 2.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Human Resources</i> | 313,302 | 324,005 | 315,790 | 413,221 |
| <i>Division Total</i> | 313,302 | 324,005 | 315,790 | 413,221 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 188,660 | 197,000 | 195,500 | 224,000 |
| <i>Fringe Benefits</i> | 74,096 | 56,500 | 75,000 | 79,161 |
| <i>Overtime</i> | 7,207 | 2,000 | 4,200 | 4,000 |
| <i>Contractual Labor</i> | - | - | - | - |
| <i>Employee Recognition</i> | 60 | 60 | 90 | 650 |
| <i>Personnel Subtotal</i> | 270,023 | 255,560 | 274,790 | 307,811 |
| <i>Supplies</i> | 4,139 | 4,500 | 2,700 | 4,600 |
| <i>Services and Charges</i> | 2,612 | 10,295 | 1,650 | 57,160 |
| <i>Miscellaneous</i> | 36,528 | 53,650 | 36,650 | 43,650 |
| <i>Division Total</i> | 313,302 | 324,005 | 315,790 | 413,221 |

Human Resources

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$8,215 lower than budget.*
- *The variance is attributable to reduced expenditures in the Miscellaneous accounts. The reduction is in training and conferences as well as cell and telephone costs.*

FY18 Budget Highlights:

- *Division expenditures are \$89,216 higher – an increase of 28 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs, including the addition of an internship opportunity. It is also attributable to an increase in services and charges for a compensation study.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 14 percent of division expenditures.*
- *Approximately 11 percent of division expenditures are categorized as miscellaneous. This category includes \$35,000 for job announcements, background checks, and other employee recruitment costs.*

City Clerk

Division Purpose:

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

Management Objectives:

- *Focus on transparency of Council actions, ease of access to records, and protecting the history of the City as documented in City records.*
- *Administer the 2017 municipal election and prepare for transition to even-year elections beginning in calendar year 2018.*
- *Support City board, commission and committee activities, meetings, and membership.*
- *Provide a high level of customer service to Council, residents, and staff.*

Performance/Workload Measures:

| Measurement | Actual FY16 | Estimated FY17 | Projected FY18 |
|---|----------------|-------------------|-------------------|
| Number of candidates for office processed | 11 | No election | 12 |
| Percentage of voter turnout | 21% | -- | 24% |
| Number of Council meetings supported | 54 | 48 | 52 |
| Number of other meetings supported | 21 | 28 | 28 |

City Clerk

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 2.00 | 2.75 | 2.75 |
| <i>FTEs without benefits</i> | 0.50 | - | - |
| <i>Division Total</i> | 2.50 | 2.75 | 2.75 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>City Clerk</i> | 1.00 | 1.00 |
| <i>Assistant City Clerk</i> | 1.00 | 1.00 |
| <i>Records Specialist</i> | 0.75 | 0.75 |
| <i>Division Total FTEs</i> | 2.75 | 2.75 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>City Clerk</i> | 266,667 | 316,000 | 302,290 | 316,527 |
| <i>Division Total</i> | 266,667 | 316,000 | 302,290 | 316,527 |

| <i>Division Expenditures by Type</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 177,899 | 200,820 | 196,500 | 225,000 |
| <i>Fringe Benefits</i> | 62,797 | 72,500 | 65,000 | 60,852 |
| <i>Overtime</i> | 4,782 | 2,500 | 600 | 2,500 |
| <i>Contractual Labor</i> | - | - | - | - |
| <i>Employee Recognition</i> | 1,590 | 90 | 90 | 465 |
| <i>Personnel Subtotal</i> | 247,068 | 275,910 | 262,190 | 288,817 |
| <i>Supplies</i> | 1,724 | 3,800 | 3,800 | 2,800 |
| <i>Services and Charges</i> | 12,548 | 28,790 | 28,850 | 16,410 |
| <i>Miscellaneous</i> | 5,327 | 7,500 | 7,450 | 8,500 |
| <i>Division Total</i> | 266,667 | 316,000 | 302,290 | 316,527 |

City Clerk

Adopted to Estimated Actual FY17:

- *Division expenditures are projected to be \$13,710 less than budgeted. This difference is primarily the result of less than anticipated costs for fringe benefits and intern salaries.*

FY18 Budget Highlights:

- *Division expenditures for FY18 are Adopted to increase slightly (by \$527) from FY17.*
- *Funding in the amount of \$25,000 is Adopted for an intern to provide support related to City elections and City boards, commissions and committees.*
- *Approximately 91 percent of division expenditures are personnel related.*
- *Expenditures classified as supplies comprise around one percent of the division budget.*
- *Services and charges account for around five percent of the division budget. This category includes \$2,500 for codification of ordinances and web hosting of the City Code and \$5,300 for online form submission software and service.*
- *Miscellaneous charges account for approximately three percent of the budget.*

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Department Summary

Department Overview:

The Takoma Park Police Department enhances the quality of life in Takoma Park by protecting residents, businesses, visitors, and property. The department works to promote community building and safety through citizen partnerships. It also ensures the safe and orderly movement of traffic.

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

| Staffing Summary by Division (FTEs) | Actual FY16 | Adopted FY17 | Adopted FY18 |
|--|------------------------|-------------------------|-------------------------|
| <i>Office of the Chief</i> | 3.00 | 3.00 | 3.00 |
| <i>Communications</i> | 7.00 | 7.00 | 7.00 |
| <i>Operations</i> | 30.50 | 29.00 | 29.00 |
| <i>Criminal Investigations</i> | 11.80 | 11.80 | 11.80 |
| <i>Administrative Services</i> | 7.17 | 7.34 | 7.55 |
| <i>Neighborhood Services</i> | - | 4.50 | 4.50 |
| Department Total FTEs | 59.47 | 62.64 | 62.85 |

| Source of Funds | Actual FY16 | Adopted FY17 | Estimated FY17 | Adopted FY18 |
|------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Police Protection (State)</i> | 401,570 | 437,295 | 437,295 | 437,300 |
| <i>County Police Rebate</i> | 930,658 | 986,340 | 986,000 | 1,039,388 |
| <i>In Lieu of Police</i> | 2,515,147 | 2,515,147 | 2,515,147 | 2,515,147 |
| <i>In Lieu of Crossing Guard</i> | 182,384 | 182,384 | 182,384 | 182,384 |
| <i>Summons and Fines</i> | 481,261 | 500,000 | 385,000 | 400,000 |
| <i>Public Parking Facilities</i> | 104,123 | 95,000 | 95,000 | 95,000 |
| <i>Parking Permits</i> | 10,574 | 10,000 | 10,000 | 10,000 |
| <i>Parking Administrative Fees</i> | 7,980 | 5,500 | 5,500 | 6,000 |
| <i>Municipal Infractions</i> | - | 5,000 | 13,000 | 5,000 |
| Subtotal | 4,633,697 | 4,736,666 | 4,629,326 | 4,690,219 |
| <i>General Fund</i> | 2,613,141 | 2,980,808 | 2,971,785 | 3,226,716 |
| Department Total | 7,246,838 | 7,717,474 | 7,601,111 | 7,916,935 |

Department Summary

| <i>Dept. Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 3,830,808 | 4,025,500 | 3,958,000 | 3,909,500 |
| <i>Car and Clothing Allowances</i> | 51,430 | 71,830 | 60,190 | 100,500 |
| <i>Fringe Benefits</i> | 2,224,914 | 2,430,668 | 2,291,000 | 2,521,517 |
| <i>Overtime</i> | 355,259 | 279,500 | 436,300 | 435,000 |
| <i>Overtime -Training</i> | 55,744 | 62,000 | 41,900 | 38,000 |
| <i>Overtime -Holiday</i> | 351 | 17,000 | - | 16,000 |
| <i>Night Differential</i> | 31,863 | 86,500 | 66,500 | 46,000 |
| <i>Overtime -Court</i> | 63,684 | 71,800 | 46,350 | 48,000 |
| <i>Overtime Staffing</i> | 30,927 | 27,000 | 56,600 | 31,000 |
| <i>K-9 Allowance</i> | - | - | 200 | 23,500 |
| <i>Employee Recognition</i> | 5,480 | 16,325 | 16,775 | 23,630 |
| <i>Personnel Subtotal</i> | 6,650,460 | 7,088,123 | 6,973,815 | 7,192,647 |
| <i>Supplies</i> | 235,297 | 268,020 | 250,733 | 292,500 |
| <i>Services and Charges</i> | 288,881 | 266,099 | 263,905 | 311,272 |
| <i>Miscellaneous</i> | 72,200 | 95,232 | 112,658 | 120,516 |
| <i>Department Total</i> | 7,246,838 | 7,717,474 | 7,601,111 | 7,916,935 |

| <i>Dept. Expenditures by DIVISION</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Office of the Chief</i> | 640,629 | 610,971 | 656,401 | 725,925 |
| <i>Communications</i> | 553,415 | 605,110 | 593,390 | 624,877 |
| <i>Operations</i> | 3,887,390 | 3,714,228 | 3,662,944 | 3,655,179 |
| <i>Criminal Investigations</i> | 1,415,989 | 1,494,130 | 1,582,803 | 1,605,265 |
| <i>Administrative Services</i> | 749,415 | 765,985 | 776,503 | 805,288 |
| <i>Neighborhood Services</i> | - | 527,050 | 329,070 | 500,401 |
| <i>Department Total</i> | 7,246,838 | 7,717,474 | 7,601,111 | 7,916,935 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$116,363 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to staff vacancies.*

FY18 Budget Highlights:

- *Departmental expenditures are up \$199,461 — an increase of 2.9 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to personnel costs*
- *Approximately 91 percent of departmental expenditures are personnel related.*
- *Supplies account for about four percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials.*
- *Services and charges account for about four percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$135,000. Services and charges also include \$40,000 Community Policing Evaluation. The funds are approved by the council to evaluate the department's community policing and recommend best practices.*



Office of the Chief

Division Purpose:

Oversee and direct the activities of the department. Ensure effective management of all levels of police services provided to the community. Develop plans of action for emergencies. Direct the department's public information function to provide proactive information about public safety.

Management Objectives:

- *Continue to collaborate with the County and other municipalities in emergency preparedness planning, drills, training and grant applications.*
- *Reduce crime and the perception of crime through community outreach and education of residents with the steps they can take to protect themselves and their property.*
- *Develop programs that improve trust and cooperation with young people through community outreach.*
- *Maintain staffing levels with early hires to anticipate vacancies.*



Performance/Workload Measures:

| Measurement | FY 15 | FY16 | FY17 | Est FY18 |
|---------------------------------|-------|------|------|----------|
| Number of officers hired | 3 | 5 | 5 | 3 |
| Number of civilians hired | 2 | 3 | - | 1 |
| Emergency Management Activities | - | 9 | 12 | 24 |
| Emergency Management training | - | 5 | 10 | 6 |
| Community events | - | 12 | 18 | 12 |
| Community advisories | - | 333 | 328 | 325 |
| Council of Government meetings | - | 20 | 24 | 24 |

Office of the Chief

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.00 | 3.00 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 3.00 | 3.00 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Chief of Police</i> | 1.00 | 1.00 |
| <i>Emergency Manager</i> | 1.00 | 1.00 |
| <i>PIO / Executive Assistant</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 3.00 | 3.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Office of the Chief</i> | 640,629 | 610,971 | 656,401 | 725,925 |
| <i>Division Total</i> | 640,629 | 610,971 | 656,401 | 725,925 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 234,679 | 238,500 | 242,000 | 248,000 |
| <i>Car and Clothing Allowances</i> | 1,494 | 1,500 | 1,500 | 2,000 |
| <i>Fringe Benefits</i> | 103,772 | 95,000 | 109,000 | 136,117 |
| <i>Overtime</i> | 2,715 | 3,000 | 5,000 | 3,500 |
| <i>Overtime -Court</i> | - | - | 150 | - |
| <i>Overtime Staffing</i> | 672 | - | - | - |
| <i>Employee Recognition</i> | 90 | 1,090 | 1,600 | 620 |
| <i>Personnel Subtotal</i> | 343,423 | 339,090 | 359,250 | 390,237 |
| <i>Supplies</i> | 24,245 | 22,150 | 25,065 | 24,400 |
| <i>Services and Charges</i> | 208,198 | 169,499 | 170,300 | 211,272 |
| <i>Miscellaneous</i> | 64,763 | 80,232 | 101,786 | 100,016 |
| <i>Division Total</i> | 640,629 | 610,971 | 656,401 | 725,925 |

Office of the Chief

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$45,430 higher due to personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$114,954 higher – an increase of 18.8 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to the increase in personnel costs, contractual services and miscellaneous costs.*
- *Approximately 54 percent of division expenditures are personnel related.*
- *Services and charges account for about 29.4 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$135,000.*
- *Approximately 14 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$17,000) and recruitment costs (\$10,000).*



Communications

Division Purpose:

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

Management Objectives:

- *Update the Dispatch and Radio systems in communications.*
- *Improve customer service skills through regular training.*

Performance/Workload Measures:

| Measurement | Calendar 2015 | Calendar 2016 | Projected 2017 |
|--|------------------|------------------|-------------------|
| Number of calls for service dispatched | 22,322 | 17,337 | 20,000 |
| Phone Calls received | - | *8,262* | 24,000 |
| Training classes | 24 | 28 | 35 |
| Warrants Processed | 439 | 430 | 400 |

only shows 4th quarter of 2016

Communications

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| FTEs with benefits | 7.00 | 7.00 | 7.00 |
| FTEs without benefits | - | - | - |
| Division Total | 7.00 | 7.00 | 7.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|----------------------------|-------------------------|-------------------------|
| Senior Dispatcher | 1.00 | 1.00 |
| Police Dispatcher | 6.00 | 6.00 |
| Division Total FTEs | 7.00 | 7.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| Communications | 553,415 | 605,110 | 593,390 | 624,877 |
| Division Total | 553,415 | 605,110 | 593,390 | 624,877 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| Wages | 356,241 | 355,000 | 357,000 | 367,500 |
| Car and Clothing Allowances | 3,360 | 2,400 | 1,680 | 2,400 |
| Fringe Benefits | 118,701 | 157,500 | 145,000 | 149,767 |
| Overtime | 39,214 | 30,000 | 38,500 | 39,000 |
| Overtime -Training | - | 1,000 | - | - |
| Overtime -Holiday | 351 | 3,000 | - | 3,000 |
| Night Differential | 5,893 | 13,500 | 14,500 | 13,500 |
| Overtime Staffing | - | - | - | 5,000 |
| Employee Recognition | 210 | 210 | 210 | 1,710 |
| Personnel Subtotal | 523,970 | 562,610 | 556,890 | 581,877 |
| Supplies | 4,005 | 3,000 | 3,000 | 3,500 |
| Services and Charges | 25,398 | 33,000 | 30,000 | 33,000 |
| Miscellaneous | 42 | 6,500 | 3,500 | 6,500 |
| Division Total | 553,415 | 605,110 | 593,390 | 624,877 |

Communications

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$11,720 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$19,767 higher — an increase of 3.3 percent — compared to budgeted expenditures for FY17.*
- *Division FTEs remain unchanged.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Services and charges represent about five percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$30,000).*
- *Additional funds have been added to the miscellaneous line to update the dispatch office and replace worn equipment.*

Operations

Division Purpose:

Provide 24-hour uniformed patrol services. Respond to calls for service, conduct preliminary investigations, arrest offenders, provide K-9 support, and handle motor vehicle investigations and general traffic enforcement.

Management Objectives:

- *Provide visible police presence in all areas of the City through vehicle, foot and bike patrol.*
- *Increase emphasis on DUI arrests through planned DUI details.*
- *Improve patrol service by using directed patrol based on crime analysis.*
- *Work with community groups and residents on crime prevention methods.*



Performance/Workload Measures:

| Measurement | Calendar 2015 | Calendar 2016 | Projected 2017 |
|------------------------------|------------------|------------------|-------------------|
| Number of Security Surveys | 15 | 20 | 20 |
| Foot and Bike Patrol Hours | 5,203 | 5,049 | 5,000 |
| Number of Vacant Home Checks | 42 | 87 | 40 |
| Number of traffic stops | 8,585 | 4,827 | 5,000 |

Operations

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 30.00 | 29.00 | 29.00 |
| <i>FTEs without benefits</i> | 0.50 | - | - |
| <i>Division Total</i> | 30.50 | 29.00 | 29.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Police Captain</i> | 1.00 | 1.00 |
| <i>Police Sergeant</i> | 4.00 | 4.00 |
| <i>Police Officer</i> | 24.00 | 24.00 |
| <i>Division Total FTEs</i> | 29.00 | 29.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Operations</i> | 3,887,390 | 3,714,228 | 3,662,944 | 3,655,179 |
| <i>Division Total</i> | 3,887,390 | 3,714,228 | 3,662,944 | 3,655,179 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 2,009,206 | 1,886,000 | 1,881,500 | 1,697,500 |
| <i>Car and Clothing Allowances</i> | 31,396 | 47,480 | 40,000 | 71,000 |
| <i>Fringe Benefits</i> | 1,344,858 | 1,262,168 | 1,152,000 | 1,288,249 |
| <i>Overtime</i> | 202,572 | 150,000 | 280,000 | 280,000 |
| <i>Overtime -Training</i> | 51,708 | 55,000 | 33,000 | 33,500 |
| <i>Overtime -Holiday</i> | - | 9,000 | - | 9,000 |
| <i>Night Differential</i> | 20,169 | 60,000 | 41,000 | 20,000 |
| <i>Overtime -Court</i> | 60,271 | 66,500 | 38,500 | 40,000 |
| <i>Overtime Staffing</i> | 29,169 | 25,000 | 56,000 | 25,000 |
| <i>K-9 Allowance</i> | - | - | 200 | 23,500 |
| <i>Employee Recognition</i> | 3,400 | 7,500 | 7,500 | 5,930 |
| <i>Personnel Subtotal</i> | 3,752,749 | 3,568,648 | 3,529,700 | 3,493,679 |
| <i>Supplies</i> | 129,675 | 142,080 | 130,530 | 155,500 |
| <i>Services and Charges</i> | 2,424 | 2,000 | 2,214 | 5,000 |
| <i>Miscellaneous</i> | 2,542 | 1,500 | 500 | 1,000 |
| <i>Division Total</i> | 3,887,390 | 3,714,228 | 3,662,944 | 3,655,179 |

Operations

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$51,284 less than budget.*
- *The variance is primarily attributable to supply and personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$59,049 less - a decrease of 1.6 percent - compared to budgeted expenditures for FY 17.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about four percent of division expenditures. This category includes gasoline and expenses related to vehicle repairs.*

Criminal Investigations

Division Purpose:

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

Management Objectives:

- *Increase arrests in the Criminal Investigations Unit through a collaborative effort of all members of the unit that include Gang, Special Assignment Team, Drug, and general investigators.*
- *Through the use of crime analysis, close cases using GPS and cell phone data*

Performance/Workload Measures:

| Measurement | Calendar 2015 | Calendar 2016 | Projected 2017 |
|---------------------------------------|------------------|------------------|-------------------|
| Number of cases assigned | 229 | 194 | 200 |
| Number of cases closed | 90 | 77 | 100 |
| Number of cases exceptionally cleared | 21 | 11 | 15 |
| Closure/clearance percentage | 48.5 | 45.4 | 50 |
| Number of search warrants obtained | 77 | 23 | 25 |
| Number of arrest warrants obtained | 31 | 38 | 50 |

Criminal Investigations

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 13.80 | 11.80 | 11.80 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 13.80 | 11.80 | 11.80 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Police Captain</i> | 1.00 | 1.00 |
| <i>Police Sergeant</i> | 2.00 | 2.00 |
| <i>Police Officer</i> | 6.00 | 6.00 |
| <i>Victim/Witness Coordinator</i> | 0.80 | 0.80 |
| <i>Crime Analyst</i> | 1.00 | 1.00 |
| <i>Evidence Specialist</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 11.80 | 11.80 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Criminal Investigations</i> | 1,415,989 | 1,494,130 | 1,582,803 | 1,605,265 |
| <i>Division Total</i> | 1,415,989 | 1,494,130 | 1,582,803 | 1,605,265 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 840,675 | 842,000 | 872,000 | 880,000 |
| <i>Car and Clothing Allowances</i> | 12,240 | 14,220 | 12,240 | 18,000 |
| <i>Fringe Benefits</i> | 406,736 | 483,500 | 535,000 | 529,055 |
| <i>Overtime</i> | 100,144 | 83,500 | 97,500 | 97,500 |
| <i>Overtime--Training</i> | 4,036 | 4,500 | 3,900 | 4,500 |
| <i>Overtime--Holiday</i> | - | 4,000 | - | 4,000 |
| <i>Night Differential</i> | 5,802 | 12,500 | 11,000 | 12,500 |
| <i>Overtime--Court</i> | 3,414 | 5,000 | 7,700 | 8,000 |
| <i>Overtime--Staff Shortage</i> | 1,086 | 2,000 | 600 | 1,000 |
| <i>Employee Recognition</i> | 1,360 | 4,000 | 4,000 | 9,860 |
| <i>Personnel Subtotal</i> | 1,375,493 | 1,455,220 | 1,543,940 | 1,564,415 |
| <i>Supplies</i> | 40,064 | 33,910 | 34,250 | 34,850 |
| <i>Services and Charges</i> | - | 3,000 | 2,491 | 3,000 |
| <i>Miscellaneous</i> | 432 | 2,000 | 2,122 | 3,000 |
| <i>Division Total</i> | 1,415,989 | 1,494,130 | 1,582,803 | 1,605,265 |

Criminal Investigations

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$88,673 higher than budget.*
- *The variance is attributable to higher costs for fringe benefits*

FY18 Budget Highlights:

- *Division expenditures are \$111,135 higher– an increase of 7.4 percent - compared to budgeted expenditures for FY17.*
- *The budgetary increase is attributable to personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 97 percent of division expenditures are personnel related.*

Administrative Services

Division Purpose:

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

Management Objectives:

- *Manage record keeping, assignment of court dates, and collection and disposition accountability for the parking enforcement program to improve collection rate.*
- *Improve the management of parking permits with the use of online software.*

Performance/Workload Measures:

| Measurement | Calendar 2015 | Calendar 2016 | Projected 2017 |
|-----------------------------------|------------------|------------------|-------------------|
| Total Parking Permits Issued | 662 | 601 | 601 |
| Total Parking citations processed | 6,889 | 7,810 | 9,500 |
| Number of reports processed | 2,319 | 1,760 | 2,000 |

Administrative Services

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 6.69 | 6.28 | 7.45 |
| <i>FTEs without benefits</i> | 0.48 | 1.06 | 0.10 |
| <i>Division Total</i> | 7.17 | 7.34 | 7.55 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-------------------------------------|-------------------------|-------------------------|
| <i>Police Captain</i> | 1.00 | 1.00 |
| <i>Administrative Assistant III</i> | 1.00 | 1.00 |
| <i>Administrative Assistant II</i> | 1.00 | 1.00 |
| <i>Administrative Assistant I</i> | 1.00 | 1.00 |
| <i>Crossing Guard</i> | 3.34 | 3.55 |
| <i>Division Total FTEs</i> | 7.34 | 7.55 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administrative Services</i> | 749,415 | 765,985 | 776,503 | 805,288 |
| <i>Division Total</i> | 749,415 | 765,985 | 776,503 | 805,288 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 390,006 | 389,500 | 392,000 | 416,500 |
| <i>Car and Clothing Allowances</i> | 2,940 | 5,030 | 4,290 | 5,500 |
| <i>Fringe Benefits</i> | 250,847 | 252,500 | 264,000 | 262,378 |
| <i>Overtime</i> | 10,613 | 10,000 | 10,000 | 10,000 |
| <i>Overtime--Training</i> | - | 1,500 | - | - |
| <i>Overtime--Holiday</i> | - | 1,000 | - | - |
| <i>Night Differential</i> | - | 500 | - | - |
| <i>Overtime--Court</i> | - | 300 | - | - |
| <i>Employee Recognition</i> | 420 | 3,375 | 3,375 | 4,860 |
| <i>Personnel Subtotal</i> | 654,826 | 663,705 | 673,665 | 699,238 |
| <i>Supplies</i> | 37,307 | 39,880 | 40,388 | 43,250 |
| <i>Services and Charges</i> | 52,861 | 57,400 | 57,700 | 57,800 |
| <i>Miscellaneous</i> | 4,421 | 5,000 | 4,750 | 5,000 |
| <i>Division Total</i> | 749,415 | 765,985 | 776,503 | 805,288 |

Administrative Services

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$10,518 higher than budget.*

FY18 Budget Highlights:

- *Division expenditures are \$39,303 higher— an increase of 5.13 percent — compared to budgeted expenditures for FY17.*
- *The increase is due to higher personnel costs.*
- *Division FTEs are 0.21 higher due to the scheduling of crossing guard.*
- *Approximately 87 percent of division expenditures are personnel related.*
- *Approximately five percent of division expenditures are categorized as supplies.*
- *Services and charges represent about seven percent of division expenditures. This category includes telephone, printing, and copying charges of \$57,800.*

Neighborhood Services

Division Purpose:

Provide for the inspection of residential, commercial and institutional properties and vacant parcels; and provide technical and inspection services required of various home repair and anti-littering initiatives. Provide enforcement of city code, including parking and environmental laws. This division is new and combines work that was previously under the purview of Housing Community Development, Public Works and Police Operations.

Management Objectives:

- *Provide effective, timely, and proactive enforcement of the Property Maintenance Code and abatement of identified code violations.*
- *Provide effect enforcement and management of city parking resources.*
- *Provide education and outreach for city environmental laws, including Safe Grow and the polystyrene ban.*

Performance/Workload Measures:

| Measurement | Calendar 2016 | Calendar 2017 | Projected 2018 |
|--|------------------|------------------|-------------------|
| Parking citations Issued | 7,810 | 7,500 | 7,800 |
| Property Maintenance Code Complaints | 207 | 217 | 220 |
| Property Maintenance Code Cases Closed | 311 | 203 | 200 |
| Anti- Litter Events | - | - | 4 |
| Education Events | - | - | 12 |

Neighborhood Services

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | - | 4.50 | 4.50 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | - | 4.50 | 4.50 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|-------------------------|-------------------------|
| <i>Nuisance Control Specialist</i> | 1.50 | 1.50 |
| <i>Senior Code Enforcement Officer</i> | 1.00 | 1.00 |
| <i>Code Enforcement Inspector</i> | 1.00 | 1.00 |
| <i>Neighborhood Services Team Manager</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 4.50 | 4.50 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administrative Services</i> | - | 527,050 | 329,070 | 500,401 |
| <i>Division Total</i> | - | 527,050 | 329,070 | 500,401 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | - | 314,500 | 213,500 | 300,000 |
| <i>Car and Clothing Allowances</i> | - | 1,200 | 480 | 1,600 |
| <i>Fringe Benefits</i> | - | 180,000 | 86,000 | 155,951 |
| <i>Overtime</i> | - | 3,000 | 5,300 | 5,000 |
| <i>Overtime - Training</i> | - | - | 5,000 | - |
| <i>Overtime - Holiday</i> | - | - | - | - |
| <i>Employee Recognition</i> | - | 150 | 90 | 650 |
| <i>Personnel Subtotal</i> | - | 498,850 | 310,370 | 463,201 |
| <i>Supplies</i> | - | 27,000 | 17,500 | 31,000 |
| <i>Services and Charges</i> | - | 1,200 | 1,200 | 1,200 |
| <i>Miscellaneous</i> | - | - | - | 5,000 |
| <i>Division Total</i> | - | 527,050 | 329,070 | 500,401 |

Neighborhood Services

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$197,980 less than budget.*
- *This is due to lower personnel costs from a staff vacancy during the year.*

FY18 Budget Highlights:

- *There are 4.5 FTEs for this division.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Supplies account for six percent of division expenditures; this includes costs for education efforts.*
- *Services and charges made up approximately 0.24 percent of expenditures*



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Department Summary

Department Overview:

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, vehicles, and equipment, and provides solid waste collection and recycling services to single-family residential properties in the City and in the various business districts. These activities advance the Council's interests in environmental sustainability and enhance the community's quality of life.

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

| <i>Staffing Summary by Division (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|-------------------------|
| <i>Administration</i> | 3.00 | 3.00 | 3.00 |
| <i>Building Maintenance</i> | 6.00 | 6.00 | 6.25 |
| <i>Equipment Maintenance</i> | 3.00 | 3.00 | 3.00 |
| <i>Right-of-Way Maintenance</i> | 8.00 | 8.00 | 8.00 |
| <i>Solid Waste Management</i> | 10.00 | 10.00 | 10.00 |
| <i>Gardens</i> | 3.00 | 3.00 | 3.00 |
| <i>Urban Forest</i> | 1.00 | 1.00 | 1.00 |
| <i>City Engineer</i> | 1.85 | 1.85 | 1.85 |
| <i>Department Total FTEs</i> | 35.85 | 35.85 | 36.10 |

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Highway User Fees</i> | 346,015 | 364,752 | 337,000 | 360,318 |
| <i>In Lieu of Road Maintenance</i> | 743,199 | 743,199 | 743,199 | 743,199 |
| <i>Waste Collection Charges</i> | 69,011 | 71,000 | 71,000 | 71,000 |
| <i>Recyclable Sales</i> | 238 | 3,000 | 500 | 1,000 |
| <i>Mulch Sales</i> | 22,755 | 22,000 | 22,000 | 22,000 |
| <i>Special Trash Pickup</i> | 8,435 | 8,000 | 8,000 | 8,500 |
| <i>Excavation / Driveway Permits</i> | 4,233 | 3,000 | 3,000 | 3,000 |
| <i>Tree Permits</i> | 10,575 | 10,000 | 10,000 | 10,000 |
| <i>Tree Fund</i> | 25,000 | 25,000 | 25,000 | 25,000 |
| <i>Subtotal</i> | 1,229,461 | 1,249,951 | 1,219,699 | 1,244,017 |
| <i>General Fund</i> | 3,389,330 | 3,632,219 | 3,545,351 | 3,760,469 |
| <i>Department Total</i> | 4,618,791 | 4,882,170 | 4,765,050 | 5,004,486 |

Department Summary

| <i>Dept. Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 1,809,628 | 2,011,516 | 1,902,500 | 2,077,096 |
| <i>Car and Clothing Allowances</i> | 10,531 | 12,400 | 9,850 | 12,400 |
| <i>Fringe Benefits</i> | 743,205 | 837,000 | 849,800 | 918,491 |
| <i>Overtime</i> | 143,729 | 87,114 | 77,650 | 88,165 |
| <i>Night Differential</i> | 1,824 | 5,000 | 4,300 | 5,000 |
| <i>Contractual Labor</i> | 196,986 | 82,000 | 111,500 | 96,233 |
| <i>Employee Recognition</i> | 2,515 | 10,100 | 4,380 | 2,700 |
| <i>Personnel Subtotal</i> | 2,908,419 | 3,045,130 | 2,959,980 | 3,200,085 |
| <i>Supplies</i> | 531,286 | 574,380 | 553,614 | 465,245 |
| <i>Services and Charges</i> | 946,989 | 1,189,760 | 1,211,606 | 1,279,354 |
| <i>Miscellaneous</i> | 231,287 | 72,900 | 39,850 | 59,802 |
| <i>Department Total</i> | 4,618,791 | 4,882,170 | 4,765,050 | 5,004,486 |

| <i>Dept. Expenditures by DIVISION</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administration</i> | 522,641 | 596,240 | 571,060 | 620,499 |
| <i>Building Maintenance</i> | 796,289 | 874,800 | 818,464 | 867,212 |
| <i>Equipment Maintenance</i> | 457,229 | 502,526 | 507,670 | 502,767 |
| <i>Right-of-Way Maintenance</i> | 1,057,921 | 1,082,456 | 1,031,810 | 1,097,044 |
| <i>Solid Waste Management</i> | 1,021,975 | 1,001,488 | 1,026,800 | 1,024,939 |
| <i>Gardens</i> | 253,284 | 265,060 | 291,840 | 288,427 |
| <i>Urban Forest</i> | 163,481 | 237,400 | 194,966 | 271,113 |
| <i>City Engineer</i> | 345,971 | 322,200 | 322,440 | 332,485 |
| <i>Department Total</i> | 4,618,791 | 4,882,170 | 4,765,050 | 5,004,486 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$117,120 lower or 2.4 percent less than budget.*
- *The variances are primarily attributable to staff vacancies and lower than projected costs for supplies and contractual services.*

FY18 Budget Highlights:

- *Departmental expenditures are \$122,316 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY17.*
- *Approximately 64 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$154,955 compared to budgeted expenditures for FY17.*
- *Approximately 9.3 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.*
- *Services and charges account for about 26 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services, specialized building maintenance, vehicle maintenance and street maintenance, disposal and recycling fees, and tree maintenance and planting.*
- *Miscellaneous expenditures total approximately one percent of departmental expenditures. The majority of these expenditures are for training, conferences, association dues and costs associated with the annual Green Home Certification event and awards.*



Administration

Division Purpose:

Oversee the operations of all departmental divisions. Serve as the main interface with residents. Provide coordination between the divisions and with other City departments.

Management Objectives:

- *Respond to resident request for service via phone, email and My TkPk.*
- *Review Public Works related information on the City website to ensure that it is up to date and informative.*
- *Oversee the public outreach and implementation of Sustainability programs including the Green Home Certification.*
- *Schedule mulch deliveries and bulk refuse collection.*
- *Oversee reporting of Worker's Compensation claims and work with the Human Resources Department to provide specific work place training programs.*
- *Report Public Works accidents to insurer.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| # of homes Green Homes certified | 2 | 112 | 70 | 150 |
| # of energy audits completed | 57 | 226 | 365 | 100 |
| # of energy efficiency rebates provided | 20 | 30 | 116 | 45 |
| # of low/moderate income homes receiving energy make-overs | 0 | 20 | 19 | 10 |
| # of Multi-Family energy projects provided support | 0 | 2 | 6 | 10 |

Administration

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.00 | 3.00 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 3.00 | 3.00 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|------------------------------------|-------------------------|-------------------------|
| <i>Director of Public Works</i> | 1.00 | 1.00 |
| <i>Administrative Assistant II</i> | 1.00 | 1.00 |
| <i>Sustainability Manager</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 3.00 | 3.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administration</i> | 522,641 | 596,240 | 571,060 | 620,499 |
| <i>Division Total</i> | 522,641 | 596,240 | 571,060 | 620,499 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 277,467 | 279,300 | 279,500 | 278,180 |
| <i>Fringe Benefits</i> | 90,226 | 92,500 | 103,500 | 112,519 |
| <i>Overtime</i> | 1,913 | 1,500 | 100 | 250 |
| <i>Employee Recognition</i> | 120 | 500 | 120 | 150 |
| <i>Personnel Subtotal</i> | 369,726 | 373,800 | 383,220 | 391,099 |
| <i>Supplies</i> | 10,359 | 12,500 | 11,500 | 9,000 |
| <i>Services and Charges</i> | 118,767 | 167,940 | 154,340 | 187,400 |
| <i>Miscellaneous</i> | 23,788 | 42,000 | 22,000 | 33,000 |
| <i>Division Total</i> | 522,641 | 596,240 | 571,060 | 620,499 |

Administration

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$25,180 lower or 4.2 percent less than budget.*
- *The variance is primarily attributable to lower personnel costs, contractual services charges and miscellaneous costs.*

FY18 Budget Highlights:

- *Division expenditures are \$24,259 higher – an increase of 4.1 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs and programming associated sustainability program and rebates.*
- *Division FTEs remain the same.*
- *Approximately 63 percent of division expenditures are personnel related.*
- *Supplies account for one percent of division expenditures.*
- *Services and charges account for 30 percent of division expenditures. This category includes sustainability programming (\$127,000), cost of telephone service (\$12,900), departmental radios and gps units (\$27,000), printing and copying charges (\$15,000), and postage charges (\$5,000).*
- *Miscellaneous charges account for five percent of division expenditures and include training, conference costs and association dues, as well as funding for special events and awards related to the Green Home Certification Program.*
- *Programs related to sustainability, funded in this Division include:*
 - *Clean energy and efficiency incentives for businesses*
 - *Climate Resiliency Plan for the Mayor's Compact*
 - *Grants for energy efficiency in low and moderate income properties*
 - *Grants for multi-family property energy improvements*
 - *Continued funding for energy efficiency rebates for single family homes*
 - *Update the City's Greenhouse Gas Inventory*
 - *A new sustainability initiative for the Green Homes Certification program*

Building Maintenance

Division Purpose:

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

Management Objectives:

- *Identify cost effective measures to reduce energy use, waste and water use and enhance the facilities.*
- *When replacing existing systems or equipment use Energy Star rated or other equivalent certification to ensure new equipment meets highest energy efficiency and sustainability criteria.*
- *Implement improvements to the facilities to enhance functionality of employee work space and building users' experience.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|---|----------------|----------------|-------------------|-------------------|
| Expenditures for Facility Maintenance by Contractor | \$171,000 | \$181,040 | \$170,000 | \$184,500 |
| Expenditures for Facility Maintenance In-House (not personnel costs) | \$38,359 | \$36,065 | \$30,000 | \$30,000 |
| Electricity Use (buildings) | 535,157 kwh | 490,384 kwh | 500,000 kwh | 450,000 kwh |
| Gas Use (buildings) | 28,410 therms | 20,673 therms | 20,000 therms | 23,000 therms |
| Water Use (all) | 771,000 gals | 793,000 gals | 800,000 gals | 800,000 gals |

Special Projects For FY18:

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include floor replacement in the Azalea Room, renovations to the Human Resources, Housing and Community Development, Information Technology and Media office areas and staff lounge, replacement of the third floor bathroom sinks and countertops, continuation of the first floor parking level surface water proofing, and replacement of HVAC unit #12 (Game Room).

Projects funded through the FMR for Heffner Park Community Center include floor and kitchen renovation.

Projects funded through the Speed Camera Fund include some Police area renovations.

Projects funded through the General Fund include replacement of exhaust fans in the Community Center and installation of a kitchenette in the Police Department.

Projects funded through the Special Reserve Fund include continuing efforts to reduce energy use through lighting retrofits throughout City Facilities.

Building Maintenance

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 6.00 | 6.00 | 6.25 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 6.00 | 6.00 | 6.25 |

| <i>Position Title</i> | <i>FY17</i> | <i>FY18</i> |
|--|-------------|-------------|
| <i>Facility Maintenance Supervisor</i> | 1.00 | 1.00 |
| <i>Building Maintenance Specialist</i> | 1.00 | 1.00 |
| <i>Custodial Crew Leader</i> | 1.00 | 1.00 |
| <i>Custodian</i> | 3.00 | 3.25 |
| <i>Division Total FTEs</i> | 6.00 | 6.25 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Building Maintenance</i> | 796,289 | 874,800 | 818,464 | 867,212 |
| <i>Division Total</i> | 796,289 | 874,800 | 818,464 | 867,212 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 247,569 | 289,500 | 274,000 | 310,800 |
| <i>Fringe Benefits</i> | 115,265 | 123,000 | 124,000 | 145,202 |
| <i>Overtime</i> | 12,500 | 6,000 | 6,000 | 7,000 |
| <i>Car and Clothing Allowances</i> | 1,800 | 2,400 | 150 | 2,400 |
| <i>Night Differential</i> | 1,824 | 5,000 | 4,300 | 5,000 |
| <i>Contractual Labor</i> | 28,211 | 4,000 | 1,000 | 2,500 |
| <i>Employee Recognition</i> | 150 | 500 | 180 | 210 |
| <i>Personnel Subtotal</i> | 407,318 | 430,400 | 409,630 | 473,112 |
| <i>Supplies</i> | 78,118 | 71,500 | 68,634 | 69,700 |
| <i>Services and Charges</i> | 310,853 | 370,900 | 339,700 | 321,400 |
| <i>Miscellaneous</i> | - | 2,000 | 500 | 3,000 |
| <i>Division Total</i> | 796,289 | 874,800 | 818,464 | 867,212 |

Building Maintenance

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$56,336 lower or 6.4 percent less than budget.*
- *The variance is primarily attributable to staff vacancy, and lower than anticipated contractual services and lower utility costs.*

FY18 Budget Highlights:

- *Division expenditures are \$7,588 lower — a decrease of 0.9 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an expected decrease in contractual custodial service costs and special project costs.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Division FTEs increases by .25 FTE's to provide in-house cleaning of City facilities on Saturday and Sunday. Previously this was done by contracted cleaning. Funds are requested for a 10 hour part-time position to replace the contracted cleaning service.*
- *Supply charges account for eight percent of division expenditures.*
- *Services and charges account for 37 percent of division expenditures. This category includes the cost of facility utilities (\$75,000 for electricity, \$23,000 for gas and \$20,000 for water use), service contracts for maintenance (\$109,500), funding for special projects including small renovations to facilities (\$15,000), and contracted facility repairs (\$75,000).*
- *The FY18 budget proposes an increase in FTE's of .25*

Equipment Maintenance

Division Purpose:

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

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|---|----------------|----------------|-------------------|-------------------|
| Number of vehicles maintained: | | | | |
| <i>Police</i> | 51 | 52 | 55 | 55 |
| <i>Public Works</i> | 22 | 23 | 25 | 25 |
| <i>Other Departments</i> | 7 | 6 | 6 | 6 |
| Maintenance Costs: | | | | |
| <i>Police</i> | \$35,943 | \$60,474 | \$46,700 | \$59,600 |
| <i>Public Works and Administration</i> | \$77,451 | \$87,024 | \$120,705 | \$92,000 |
| Number of vehicle/ equipment work orders | 1,037 | 1,100 | 1,200 | 1,150 |

Equipment Maintenance

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.00 | 3.00 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 3.00 | 3.00 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|-------------------------|-------------------------|
| <i>Vehicle Maintenance Supervisor</i> | 1.00 | 1.00 |
| <i>Mechanic</i> | 2.00 | 2.00 |
| <i>Division Total FTEs</i> | 3.00 | 3.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Equipment Maintenance</i> | 457,229 | 502,526 | 507,670 | 502,767 |
| <i>Division Total</i> | 457,229 | 502,526 | 507,670 | 502,767 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 181,839 | 198,000 | 185,000 | 192,500 |
| <i>Fringe Benefits</i> | 68,365 | 88,500 | 77,800 | 91,320 |
| <i>Car and Clothing Allowances</i> | 1,000 | 1,200 | 1,200 | 1,200 |
| <i>Overtime</i> | 16,697 | 5,246 | 7,500 | 5,500 |
| <i>Employee Recognition</i> | 90 | - | 90 | 90 |
| <i>Personnel Subtotal</i> | 267,991 | 292,946 | 271,590 | 290,610 |
| <i>Supplies</i> | 163,759 | 188,130 | 217,880 | 194,125 |
| <i>Services and Charges</i> | 23,020 | 17,300 | 17,100 | 13,480 |
| <i>Miscellaneous</i> | 2,459 | 4,150 | 1,100 | 4,552 |
| <i>Division Total</i> | 457,229 | 502,526 | 507,670 | 502,767 |

Equipment Maintenance

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$5,144 higher or one percent more than budget.*
- *The variance is primarily attributable to higher than budgeted supplies costs.*

FY18 Budget Highlights:

- *Division expenditures are \$241 higher — an increase of 0.04 percent — compared to budgeted expenditures for FY17. The variance is attributable to increases in projected repair materials.*
- *Division FTEs remain unchanged.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Supply costs for Public Works and Administrative vehicles are 38 percent of division expenditures and include gasoline and diesel costs total (\$82,375), repair and maintenance materials (\$78,000), and outside labor and parts (\$30,000). Costs related to Police vehicle fuel, repair, maintenance and outside labor is not included and is reflected in the Police Department budget.*
- *Services and Charges account for three percent of division expenditures.*

Right-of-Way Maintenance

Division Purpose:

Responsible for storm debris removal, leaf collection, snow removal, pothole repairs, park and playground maintenance, street sign maintenance, sidewalk and street cleaning, roadway maintenance and streetscape repairs.

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|---|----------------|----------------|-------------------|-------------------|
| # of streets receiving preventative maintenance | 6 | 8 | 8 | 10 |
| # of street sweeping cycles annually | 16 | 16 | 16 | 18 |

Right-of-Way Maintenance

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 8.00 | 8.00 | 8.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 8.00 | 8.00 | 8.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|-------------------------|-------------------------|
| <i>Right-of-Way Maintenance Supervisor</i> | 1.00 | 1.00 |
| <i>Right-of-Way Crew Leader</i> | 2.00 | 2.00 |
| <i>Equipment Operator</i> | 1.00 | 1.00 |
| <i>Right-of-Way Maintenance Technician</i> | 4.00 | 4.00 |
| <i>Division Total FTEs</i> | 8.00 | 8.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Right-of-Way Maintenance</i> | 1,057,921 | 1,082,456 | 1,031,810 | 1,097,044 |
| <i>Division Total</i> | 1,057,921 | 1,082,456 | 1,031,810 | 1,097,044 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 327,205 | 426,716 | 381,500 | 442,616 |
| <i>Fringe Benefits</i> | 154,375 | 188,000 | 169,000 | 184,154 |
| <i>Overtime</i> | 48,886 | 38,200 | 30,000 | 37,943 |
| <i>Car and Clothing Allowances</i> | 2,800 | 3,200 | 2,800 | 3,200 |
| <i>Contractual Labor</i> | 111,195 | 42,240 | 63,000 | 49,647 |
| <i>Employee Recognition</i> | 1,680 | 4,500 | 2,210 | 740 |
| <i>Personnel Subtotal</i> | 646,141 | 702,856 | 648,510 | 718,300 |
| <i>Supplies</i> | 157,393 | 136,600 | 99,100 | 135,520 |
| <i>Services and Charges</i> | 253,977 | 241,000 | 283,200 | 241,224 |
| <i>Miscellaneous</i> | 410 | 2,000 | 1,000 | 2,000 |
| <i>Division Total</i> | 1,057,921 | 1,082,456 | 1,031,810 | 1,097,044 |

Right-of-Way Maintenance

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$50,646 lower or 4.7 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs and supply costs, particularly snow related supplies.*

FY18 Budget Highlights:

- *Division expenditures are \$14,588 higher – an increase of 1.3 percent – compared to budgeted expenditures for FY17. The variance is attributable to the increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 66 percent of division expenditures are personnel related.*
- *Approximately 12 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$22,210), park supplies (\$50,000), and snow removal materials (\$44,110).*
- *Contractual Services account for approximately 22 percent of division expenditures. This category includes electricity costs for street and park lights (\$202,700), contractual services (\$10,000), equipment repair charges (\$8,000), disposal costs (\$7,000), and equipment rental charges (\$4,600).*

Solid Waste Management

Division Purpose:

Responsible for the collection of residential trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Collects from public receptacles throughout the City two to three times per week. Division staff also serve as snow plow drivers during snow emergencies.

Additional Services:

- *Provide collection services at the door or porch for residents who are handicapped or elderly.*
- *Provide replacement recycling containers at no cost to all households that receive City collection services.*
- *Provide a drop-off for additional recyclable items including electronics and computers, CFL light bulbs, motor oil and antifreeze.*
- *Hold an annual Household Hazardous Waste Drop-Off Day.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|------------------------------|----------------|----------------|-------------------|-------------------|
| Tons of trash | 2,972 | 3,123 | 3,200 | 3,200 |
| Tons of recycling | 1,500 | 1,420 | 1,500 | 1,500 |
| Tons of yard waste collected | 320 | 350 | 350 | 350 |
| Tons of food waste collected | 183 | 174 | 200 | 220 |
| # of ROW containers serviced | 122 | 126 | 130 | 130 |

Solid Waste Management

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 10.00 | 10.00 | 10.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 10.00 | 10.00 | 10.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Solid Waste Supervisor</i> | 1.00 | 1.00 |
| <i>Sanitation Driver</i> | 4.00 | 4.00 |
| <i>Sanitation Technician II</i> | - | - |
| <i>Sanitation Technician I</i> | 5.00 | 5.00 |
| <i>Division Total FTEs</i> | 10.00 | 10.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|-------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Solid Waste Management</i> | 1,021,975 | 1,001,488 | 1,026,800 | 1,024,939 |
| <i>Division Total</i> | 1,021,975 | 1,001,488 | 1,026,800 | 1,024,939 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 424,593 | 459,500 | 456,500 | 475,000 |
| <i>Car and Clothing Allowances</i> | 3,531 | 3,600 | 4,000 | 3,600 |
| <i>Fringe Benefits</i> | 181,507 | 211,500 | 217,500 | 218,557 |
| <i>Overtime</i> | 51,217 | 27,888 | 27,000 | 27,752 |
| <i>Contractual Labor</i> | 32,906 | 7,680 | 12,500 | 10,000 |
| <i>Employee Recognition</i> | 300 | 1,300 | 300 | 1,300 |
| <i>Personnel Subtotal</i> | 694,054 | 711,468 | 717,800 | 736,209 |
| <i>Supplies</i> | 31,816 | 24,400 | 23,000 | 22,900 |
| <i>Services and Charges</i> | 93,123 | 250,120 | 273,000 | 253,330 |
| <i>Miscellaneous</i> | 202,982 | 15,500 | 13,000 | 12,500 |
| <i>Division Total</i> | 1,021,975 | 1,001,488 | 1,026,800 | 1,024,939 |

Solid Waste Management

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$25,312 higher or 2.5 percent more than budget.*
- *The variance is due to higher than anticipated charges for recycling and disposal costs.*

FY18 Budget Highlights:

- *Division expenditures are \$23,451 higher — an increase of 2.3 percent — compared to budgeted expenditures for FY17 due to increased personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 72 percent of division expenditures are personnel related.*
- *Supplies account for two percent of division expenditures.*
- *Services and charges account for 25 percent of division expenditures and include disposal and/or processing of materials, including \$178,750 for disposal fees for solid waste and household hazardous waste and \$70,560 for processing fees for single stream recycling, yard waste and food waste composting, and computer and electronics recycling.*

Gardens

Division Purpose:

Maintain the City's public gardens, bio-retention areas, traffic barriers and planted streetscapes to add to the beauty and enhanced environment for Takoma Park's neighborhoods.

Management Objectives:

- *Continue pesticide and herbicide free garden maintenance, while implementing principles of Integrated Pest Management, utilizing non-chemical remedies for pest and weed control.*
- *Install new garden and landscape areas.*
- *Maintain existing garden and landscaped areas.*
- *Provide snow and ice removal for sidewalks along City owned facilities and parks.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| # of new gardens created | 2 | 1 | 7 | 5 |
| # of gardens maintained | 45 | 47 | 51 | 56 |
| # of new bio-retention areas | 7 | 6 | 3 | 2 |
| # of bio-retention facilities maintained | 31 | 38 | 47 | 49 |
| # of new streetscapes | 0 | 7 | 8 | 4 |
| # of streetscapes maintained | 27 | 27 | 42 | 46 |

Gardens

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.00 | 3.00 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 3.00 | 3.00 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>City Gardener</i> | 1.00 | 1.00 |
| <i>Garden Maintenance Technician</i> | 2.00 | 2.00 |
| <i>Division Total FTEs</i> | 3.00 | 3.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Gardens</i> | 253,284 | 265,060 | 291,840 | 288,427 |
| <i>Division Total</i> | 253,284 | 265,060 | 291,840 | 288,427 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 140,011 | 143,000 | 144,500 | 149,500 |
| <i>Fringe Benefits</i> | 52,748 | 53,500 | 74,500 | 65,061 |
| <i>Overtime</i> | 10,095 | 5,780 | 5,800 | 6,720 |
| <i>Car and Clothing Allowances</i> | 1,000 | 1,200 | 1,200 | 1,200 |
| <i>Contractual Labor</i> | 24,674 | 28,080 | 35,000 | 34,086 |
| <i>Employee Recognition</i> | 90 | 2,000 | 90 | 90 |
| <i>Personnel Subtotal</i> | 228,618 | 233,560 | 261,090 | 256,657 |
| <i>Supplies</i> | 21,272 | 27,250 | 26,500 | 27,500 |
| <i>Services and Charges</i> | 1,775 | 2,000 | 2,000 | 2,020 |
| <i>Miscellaneous</i> | 1,619 | 2,250 | 2,250 | 2,250 |
| <i>Division Total</i> | 253,284 | 265,060 | 291,840 | 288,427 |

Gardens

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$26,780 higher or 10 percent more than budget.*
- *The variance is attributable to higher than anticipated personnel costs, specifically fringe and contractual labor.*

FY18 Budget Highlights:

- *Division expenditures are \$23,367 higher — an increase of 8.8 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to higher personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 89 percent of division expenditures are personnel related.*
- *Supplies comprise about nine percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.*
- *Services and Charges and Miscellaneous expenditures represent less than 1 percent each.*

Urban Forest

Division Purpose:

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

Management Initiatives:

- *Promote tree planting on private property through the bulk buy program offered twice a year and the annual Arbor Day celebration.*
- *Plant trees in City right-of-way based on annual budget allocation.*
- *Work with utility companies to manage and protect trees impacted by required maintenance or service replacements.*
- *Oversee compliance with the City's tree removal and tree protection laws*
- *Oversee the City's program to reduce presence of invasives plants in public areas.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| # of trees removed by permit | 46 | 75 | 50 | 50 |
| # of undesirable species trees removed by permit | 11 | 16 | 15 | 15 |
| # of Waivers issued by City Arborist | 120 | 158 | 140 | 160 |
| # of permit denials | 15 | 25 | 50 | 35 |
| Tree Impact Assessments | 63 | 67 | 70 | 70 |
| # of tree protection plan permits | 25 | 3 | 15 | 25 |
| # of trees planted in the right-of-way | 124 | 138 | 115 | 120 |
| # of bulk buy trees planted on private property | 30 | 37 | 50 | 60 |
| # of municipal infraction citations issued | 2 | 7 | 5 | 4 |

Urban Forest

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 1.00 | 1.00 | 1.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 1.00 | 1.00 | 1.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>City Arborist</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 1.00 | 1.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Urban Forest</i> | 163,481 | 237,400 | 194,966 | 271,113 |
| <i>Division Total</i> | 163,481 | 237,400 | 194,966 | 271,113 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 70,463 | 73,000 | 41,000 | 81,000 |
| <i>Fringe Benefits</i> | 21,298 | 22,000 | 15,000 | 35,683 |
| <i>Overtime</i> | 683 | 2,000 | 500 | 2,000 |
| <i>Car and Clothing Allowances</i> | 400 | 400 | 200 | 400 |
| <i>Employee Recognition</i> | 30 | 1,000 | 1,000 | 30 |
| <i>Personnel Subtotal</i> | 92,874 | 98,400 | 57,700 | 119,113 |
| <i>Supplies</i> | 68,569 | 114,000 | 107,000 | 6,500 |
| <i>Services and Charges</i> | 1,480 | 23,000 | 30,266 | 143,000 |
| <i>Miscellaneous</i> | 558 | 2,000 | - | 2,500 |
| <i>Division Total</i> | 163,481 | 237,400 | 194,966 | 271,113 |

Urban Forest

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$42,434 lower, or 18 percent less than budget.*
- *The variance is due to staff vacancy.*

FY18 Budget Highlights:

- *Division expenditures are \$33,713 higher — an increase of 14.2 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 44 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for 2.4 percent of division expenditures.*
- *Services and charges account for approximately 53% of division expenditures and include tree maintenance (\$70,000) and tree planting (\$25,000 on public property and \$15,000 on private property). Additional funding of \$10,000 has been requested in FY18 to update the tree inventory. Previously the costs for tree maintenance and tree planting were referenced as a Supplies account. In FY18 those costs were moved to Services and Contracts to more accurately reflect the type of expenditure.*

City Engineer

Division Purpose:

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

Management Objectives:

- *Manage the processing of permit applications for driveway aprons, work in the right-of-way. Implement online application submission.*
- *Implement sidewalk improvement program, including repairs for accessibility as well as new sidewalk design and construction.*
- *Permit and review the work in the right-of-way performed by utilities and other contractors to ensure that the work area is restored appropriately.*
- *Provide civil engineering support to other City departments as necessary.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Miles of road resurfaced | 1.4 | 1.43 | 0* | 2.1 |
| Square yards of new sidewalk constructed | 1,302 | 754 | 200 | 2,280 |
| Square yards of sidewalk repaired | 2,552 | 1,597 | 1,265 | 600 |
| Permits processed** | 108 | 111 | 120 | 100 |

**The FY17 street restoration budget was spent providing base repair on streets in Ward 6 and Ward 2. Approximately 59,000 sq ft of base repair work was completed. The streets receiving base repair are scheduled to be resurfaced by WSSC as part of required restoration work due to water line replacement.*

*** Note: Includes driveway apron, dumpster, and use of right-of-way permits only. Stormwater, tree removal, and tree protection permits are listed in related budgets*

Sidewalk Projects For FY18:

1. *Sidewalk Design – 8000 Maple Avenue, Glenside Avenue (continuation)*
2. *Sidewalk Construction – Lincoln and, if approved, Larch Ave and Maple Avenue*
3. *Sidewalk ADA Repairs – complete remaining work in Ward 1*

Street Resurfacing - The following streets are tentatively scheduled:

| | | |
|-------------------------|--|---|
| Aspen Avenue & Aspen Ct | Elm Avenue (Hickory Ave to Poplar Ave) | Kentland Avenue |
| Cedar Avenue | Erie Avenue | Montgomery Avenue |
| Circle Avenue | Fenton Street | Poplar Avenue (Circle Ave to 4 th Ave) |
| Columbia Avenue | Geneva Avenue | Winding Hill Way |
| Crescent Place | Grant Ave (Maple Ave to deadend) | |
| Devonshire Road | Greenwood Ave | |

City Engineer

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 1.85 | 1.85 | 1.85 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 1.85 | 1.85 | 1.85 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|-------------------------|-------------------------|
| <i>City Engineer</i> | 0.50 | 0.50 |
| <i>Public Works Projects Coordinator</i> | 0.60 | 0.60 |
| <i>Administrative Assistant II</i> | - | - |
| <i>Field Construction Manager</i> | 0.75 | 0.75 |
| <i>Division Total FTEs</i> | 1.85 | 1.85 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>City Engineer</i> | 345,971 | 322,200 | 322,440 | 332,485 |
| <i>Division Total</i> | 345,971 | 322,200 | 322,440 | 332,485 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 140,480 | 142,500 | 140,500 | 147,500 |
| <i>Fringe Benefits</i> | 59,423 | 58,000 | 68,500 | 65,995 |
| <i>Overtime</i> | 1,739 | 500 | 750 | 1,000 |
| <i>Car & Clothing Allowance</i> | 200 | 400 | 300 | 400 |
| <i>Employee Recognition</i> | 56 | 300 | 390 | 90 |
| <i>Personnel Subtotal</i> | 201,898 | 201,700 | 210,440 | 214,985 |
| <i>Supplies</i> | - | - | - | - |
| <i>Services and Charges</i> | 143,993 | 117,500 | 112,000 | 117,500 |
| <i>Miscellaneous</i> | 80 | 3,000 | - | - |
| <i>Division Total</i> | 345,971 | 322,200 | 322,440 | 332,485 |

City Engineer

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$240 higher, or .07 percent more than budget.*
- *The variance is primarily attributable to higher than anticipated personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$10,285 higher — an increase of 3.2 percent — compared to budgeted expenditures for FY17.*
- *The variance is due to higher personnel costs.*
- *Approximately 65 percent of division expenditures are personnel related.*
- *Approximately 35 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking and miscellaneous concrete repairs (\$100,000).*



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Department Summary

Department Overview:

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

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

| <i>Staffing Summary by Division (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|-------------------------|
| <i>Administration</i> | 2.40 | 2.40 | 2.40 |
| <i>Outreach</i> | - | - | 0.50 |
| <i>Takoma Park Recreation Center</i> | 3.71 | 3.71 | 3.71 |
| <i>Community Programs</i> | 2.21 | 2.21 | 1.71 |
| <i>Athletic Fields and Facilities</i> | 0.10 | 0.10 | 0.10 |
| <i>Camps</i> | 2.42 | 1.90 | 1.66 |
| <i>Before and After School Programs</i> | 2.31 | 1.81 | 2.02 |
| <i>Community Center</i> | 6.74 | 7.74 | 7.24 |
| <i>Department Total FTEs</i> | 19.89 | 19.87 | 19.34 |

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Takoma /Langley Recreation Agreement</i> | 85,020 | 85,020 | 85,020 | 85,020 |
| <i>Program /Service Charges</i> | 495,385 | 554,200 | 545,976 | 497,600 |
| <i>Subtotal</i> | 580,405 | 639,220 | 630,996 | 582,620 |
| <i>General Fund</i> | 1,002,169 | 1,291,966 | 1,158,759 | 1,341,217 |
| <i>Department Total</i> | 1,582,574 | 1,931,186 | 1,789,755 | 1,923,837 |

Department Summary

| <i>Dept. Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 868,286 | 1,038,879 | 946,400 | 1,040,810 |
| <i>Fringe Benefits</i> | 274,927 | 340,500 | 305,200 | 364,560 |
| <i>Overtime</i> | 33,091 | 13,350 | 8,050 | 12,850 |
| <i>Employee Recognition</i> | 1,520 | 3,560 | 1,134 | 3,770 |
| <i>Personnel Subtotal</i> | 1,177,824 | 1,396,289 | 1,260,784 | 1,421,990 |
| <i>Supplies</i> | 39,123 | 28,850 | 28,590 | 33,450 |
| <i>Services and Charges</i> | 271,961 | 360,800 | 356,895 | 315,250 |
| <i>Miscellaneous</i> | 93,666 | 145,247 | 143,486 | 153,147 |
| <i>Department Total</i> | 1,582,574 | 1,931,186 | 1,789,755 | 1,923,837 |

| <i>Dept. Expenditures by DIVISION</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administration</i> | 393,350 | 410,300 | 412,472 | 352,832 |
| <i>Outreach</i> | - | - | - | 61,551 |
| <i>Takoma Park Recreation Center</i> | 195,790 | 235,410 | 215,975 | 244,661 |
| <i>Community Programs</i> | 138,395 | 227,647 | 191,823 | 200,209 |
| <i>Athletic Fields and Facilities</i> | 53,634 | 55,050 | 54,753 | 70,568 |
| <i>Camps</i> | 101,447 | 147,250 | 140,475 | 144,694 |
| <i>Before and After School Programs</i> | 105,527 | 109,250 | 111,550 | 120,703 |
| <i>Community Center</i> | 594,431 | 746,279 | 662,707 | 728,619 |
| <i>Department Total</i> | 1,582,574 | 1,931,186 | 1,789,755 | 1,923,837 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$141,431 less than budget.*
- *The variance is attributable to personnel costs.*

FY18 Budget Highlights:

- *Departmental expenditures are \$7,349 lower — a decrease of less than 1 percent — compared to budgeted expenditures for FY17.*
- *Departmental FTEs reduce by 0.53.*
- *Approximately 74 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$31,441 compared to budgeted expenditures for FY17.*
- *Services and charges account for about 16 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$27,000), contractual program instruction (\$100,000), and rental of school facilities (\$27,000).*
- *Miscellaneous expenditures represent approximately eight percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.*

Administration

Division Purpose:

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

Management Objectives:

- *Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.*
- *Continue to increase participation in skill-building opportunities for participants age 12-17 that will enhance employability.*
- *Provide select marketing materials in Spanish and Amharic in order to increase participation.*
- *Create a standard non-resident rate for all programs and rentals that is 20% more than resident rates.*
- *Ensure all staff (both career and part-time) receives a minimum of six hours of training to promote professional and personal growth.*

Administration

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 2.40 | 2.40 | 2.40 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 2.40 | 2.40 | 2.40 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Recreation Director</i> | 0.70 | 0.70 |
| <i>Assistant Recreation Director</i> | 0.50 | 0.50 |
| <i>Administrative Assistant I</i> | 0.20 | 0.20 |
| <i>Administrative Assistant II</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 2.40 | 2.40 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Administration</i> | 393,350 | 410,300 | 412,472 | 352,832 |
| <i>Division Total</i> | 393,350 | 410,300 | 412,472 | 352,832 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 175,787 | 184,500 | 175,800 | 191,500 |
| <i>Fringe Benefits</i> | 97,017 | 67,500 | 78,500 | 70,262 |
| <i>Overtime</i> | 1,106 | 1,000 | 1,000 | 1,000 |
| <i>Employee Recognition</i> | 72 | 1,450 | 72 | 120 |
| <i>Personnel Subtotal</i> | 273,982 | 254,450 | 255,372 | 262,882 |
| <i>Supplies</i> | 9,567 | 6,200 | 6,200 | 7,300 |
| <i>Services and Charges</i> | 101,683 | 139,350 | 140,650 | 72,150 |
| <i>Miscellaneous</i> | 8,118 | 10,300 | 10,250 | 10,500 |
| <i>Division Total</i> | 393,350 | 410,300 | 412,472 | 352,832 |

Administration

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$2,172 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$57,468 less — a decrease of 14 percent — compared to budgeted expenditures for FY17.*
- *Division FTEs remain unchanged.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Services and charges represent about 20 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing and design of the Summer Camp brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$36,000).*
- *Charges categorized as miscellaneous account for about three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.*

Outreach

Division Purpose:

Provide a variety of activities/programs, trips and special events held primarily offsite for youth, teens and young adults.

Management Objectives:

- *Create two programs housed at Takoma Park Middle School during the MCPS School Year 2017-2018.*
- *Develop and implement a special event for elementary school youth that will focus on youth success.*
- *Develop and implement a special event for middle and high school youth that will focus on youth success.*

Outreach

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | - | - | 0.50 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | - | - | 0.50 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Youth Success Coordinator</i> | - | 0.50 |
| <i>Division Total FTEs</i> | - | 0.50 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Outreach</i> | - | - | - | 61,551 |
| <i>Division Total</i> | - | - | - | 61,551 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | - | - | - | 24,960 |
| <i>Fringe Benefits</i> | - | - | - | 16,091 |
| <i>Overtime</i> | - | - | - | 500 |
| <i>Employee Recognition</i> | - | - | - | - |
| <i>Personnel Subtotal</i> | - | - | - | 41,551 |
| <i>Supplies</i> | - | - | - | 3,000 |
| <i>Services and Charges</i> | - | - | - | 10,000 |
| <i>Miscellaneous</i> | - | - | - | 7,000 |
| <i>Division Total</i> | - | - | - | 61,551 |

Outreach

Adopted to Estimated Actual FY17:

- *This is a new division for the Recreation Department and no historic information is available.*

FY18 Budget Highlights:

- *Division expenditures are \$61,551*
- *Division FTEs are 0.50.*
- *Approximately 68 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 16 percent of division expenditures. This category includes the cost of contractual programming (\$10,000).*
- *Charges categorized as miscellaneous account for about 11 percent of division expenditures. This classification includes certain programmatic costs such as department sponsored special events.*

Takoma Park Recreation Center

Division Purpose:

Operate the Takoma Park Recreation Center located on New Hampshire Avenue. The building is owned by the Maryland-National Park and Planning Commission and operated by the Montgomery County Recreation Department. The County subcontracts the operation of the facility to the City of Takoma Park, for which the City receives an operating payment. The County operating payment (\$85,020) covers only about 48% of the expenses not covered by user fees; Takoma Park taxpayers subsidize the County operations at a cost of about \$93,825 annually.

Management Objectives:

- *Improve fitness room amenities and aesthetics to increase memberships sold.*
- *Work with M-NCPPC to establish the next steps for Takoma Park Recreation Center development.*
- *Increase participation in the After the Bell afterschool program for grades K-5.*
- *Initiate programs and partnerships to enhance class offerings for teens and young adults that advance the Youth Success initiative.*
- *Explore potential fitness classes for 55+ to be held at the Takoma Park Recreation Center.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|------------------------------|----------------|----------------|-------------------|-------------------|
| Memberships (Gym) | 120 | 79 | 120 | 125 |
| Memberships (Fitness Only) | 32 | 30 | 40 | 45 |
| Memberships (55+) | 119 | 85 | 100 | 115 |
| After the Bell participation | 6 | 6 | 13 | 15 |
| People served | 13,081 | 13,128 | 14,806 | 15,000 |

Takoma Park Recreation Center

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.95 | 1.50 | 1.50 |
| <i>FTEs without benefits</i> | 2.76 | 2.21 | 2.21 |
| <i>Division Total</i> | 3.71 | 3.71 | 3.71 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Recreation Director</i> | 0.10 | 0.10 |
| <i>Assistant Recreation Director</i> | 0.25 | 0.25 |
| <i>Recreation Supervisor I</i> | - | - |
| <i>Recreation Supervisor II</i> | 1.15 | 1.15 |
| <i>Part-time Staff</i> | 2.21 | 2.21 |
| <i>Division Total FTEs</i> | 3.71 | 3.71 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Takoma Park Recreation Center</i> | 195,790 | 235,410 | 215,975 | 244,661 |
| <i>Division Total</i> | 195,790 | 235,410 | 215,975 | 244,661 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 125,368 | 158,500 | 143,000 | 163,500 |
| <i>Fringe Benefits</i> | 32,206 | 42,000 | 40,000 | 43,816 |
| <i>Overtime</i> | 2,878 | 2,000 | 600 | 1,000 |
| <i>Employee Recognition</i> | 226 | 260 | 225 | 745 |
| <i>Personnel Subtotal</i> | 160,678 | 202,760 | 183,825 | 209,061 |
| <i>Supplies</i> | 7,648 | 3,000 | 3,000 | 3,500 |
| <i>Services and Charges</i> | 24,656 | 21,500 | 21,000 | 23,250 |
| <i>Miscellaneous</i> | 2,808 | 8,150 | 8,150 | 8,850 |
| <i>Division Total</i> | 195,790 | 235,410 | 215,975 | 244,661 |

Takoma Park Recreation Center

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$19,435 less than budget.*
- *The variance is primarily attributable to personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$9,251 higher — an increase of 4 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to part-time and career staff wage increase.*
- *Division FTEs remained unchanged.*
- *Approximately 85 percent of division expenditures are personnel related.*
- *Services and charges represent approximately nine percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and telephone costs for the facility (\$2,000).*
- *Charges categorized as miscellaneous account for about four percent of division expenditures. This classification includes certain programmatic costs such as teens, trips and programs and expenditures for department sponsored special events.*



Community Programs

Division Purpose:

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

Management Objectives:

- *Establish a 7-8 grade girls division in the Winter Basketball League program.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Adult Basketball League Teams | 8 | 8 | 8 | 8 |
| Adult Softball League Teams | 6 | 6 | 6 | 8 |
| Flag Football League Participants | 114 | 102 | 90 | 90 |
| Futsal League Participants | 60 | 64 | 60 | 60 |
| T-Ball League Participants | 117 | 108 | 120 | 120 |
| Tennis Lesson Participants | 160 | 150 | 175 | 175 |
| Winter Basketball League Participants | 662 | 650 | 750 | 720 |
| Y.E.S. League Participants | 73 | 73 | 80 | 80 |
| Celebrate Takoma Festival Participants | 900 | 911 | 925 | 900 |
| Egg Hunt Participants | 425 | 440 | 475 | 450 |
| Monster Bash Participants | 800 | 810 | 825 | 800 |

Community Programs

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | <i>1.70</i> | <i>1.70</i> | <i>1.20</i> |
| <i>FTEs without benefits</i> | <i>0.51</i> | <i>0.51</i> | <i>0.51</i> |
| <i>Division Total</i> | <i>2.21</i> | <i>2.21</i> | <i>1.71</i> |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Asst. Recreation Director</i> | <i>0.10</i> | <i>0.10</i> |
| <i>Recreation Supervisor I</i> | <i>0.10</i> | <i>0.10</i> |
| <i>Recreation Supervisor II</i> | <i>0.50</i> | <i>0.50</i> |
| <i>Recreation Coordinator I</i> | <i>1.00</i> | <i>0.50</i> |
| <i>Seasonal Staff</i> | <i>0.51</i> | <i>0.51</i> |
| <i>Division Total FTEs</i> | <i>2.21</i> | <i>1.71</i> |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Community Programs</i> | <i>138,395</i> | <i>227,647</i> | <i>191,823</i> | <i>200,209</i> |
| <i>Division Total</i> | <i>138,395</i> | <i>227,647</i> | <i>191,823</i> | <i>200,209</i> |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | <i>67,782</i> | <i>117,000</i> | <i>91,000</i> | <i>92,500</i> |
| <i>Fringe Benefits</i> | <i>15,709</i> | <i>39,000</i> | <i>32,500</i> | <i>35,707</i> |
| <i>Overtime</i> | <i>6,539</i> | <i>2,500</i> | <i>1,000</i> | <i>2,500</i> |
| <i>Employee Recognition</i> | <i>205</i> | <i>350</i> | <i>141</i> | <i>705</i> |
| <i>Personnel Subtotal</i> | <i>90,235</i> | <i>158,850</i> | <i>124,641</i> | <i>131,412</i> |
| <i>Supplies</i> | <i>1,115</i> | <i>350</i> | <i>340</i> | <i>350</i> |
| <i>Services and Charges</i> | <i>9,774</i> | <i>10,350</i> | <i>10,345</i> | <i>10,350</i> |
| <i>Miscellaneous</i> | <i>37,271</i> | <i>58,097</i> | <i>56,497</i> | <i>58,097</i> |
| <i>Division Total</i> | <i>138,395</i> | <i>227,647</i> | <i>191,823</i> | <i>200,209</i> |

Community Programs

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$35,824 less than the budget.*
- *The variance is primarily attributable to personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$27,438 lower — a decrease of 12.1 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a reduction in personnel costs.*
- *Division FTEs decrease by 0.50.*
- *Approximately 66 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 29 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees for Fun Days. Expenditures for department-sponsored special events such as the Monster Bash Parade and the Egg Hunt, and sports programs are also accounted for in this category.*

Athletic Fields & Facilities

Division Purpose:

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

Management Objectives:

- *Continue landscape maintenance for Lee Jordan and Ed Wilhelm fields.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|---|----------------|----------------|-------------------|-------------------|
| Number of Resident Rentals at TPCC | 222 | 140 | 114 | 77 |
| Number of Non-Resident Rentals at TPCC | 38 | 30 | 40 | 28 |
| Percentage of days used at TPCC | 75% | 74% | 86% | 86% |
| Number of Resident Rentals at TPRC | 5 | 17 | 20 | 20 |
| Number of Non-Resident Rentals at TPRC | 8 | 16 | 30 | 10 |
| Percentage of days used at TPRC | 68% | 80% | 90% | 90% |
| Number of Resident Rentals at Heffner | 70 | 54 | 65 | 60 |
| Number of Non-Resident Rentals at Heffner | 13 | 15 | 12 | 15 |
| Percentage of days used at Heffner | 73% | 75% | 80% | 80% |

Athletic Fields & Facilities

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.10 | 0.10 | 0.10 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 0.10 | 0.10 | 0.10 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Recreation Supervisor II</i> | 0.10 | 0.10 |
| <i>Division Total FTEs</i> | 0.10 | 0.10 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Athletic Fields and Facilities</i> | 53,634 | 55,050 | 54,753 | 70,568 |
| <i>Division Total</i> | 53,634 | 55,050 | 54,753 | 70,568 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 6,981 | 7,200 | 7,100 | 7,500 |
| <i>Fringe Benefits</i> | 2,469 | 3,500 | 3,500 | 3,718 |
| <i>Overtime</i> | 851 | 350 | 150 | 350 |
| <i>Employee Recognition</i> | 3 | - | 3 | - |
| <i>Personnel Subtotal</i> | 10,304 | 11,050 | 10,753 | 11,568 |
| <i>Supplies</i> | - | - | - | - |
| <i>Services and Charges</i> | 43,330 | 44,000 | 44,000 | 59,000 |
| <i>Miscellaneous</i> | - | - | - | - |
| <i>Division Total</i> | 53,634 | 55,050 | 54,753 | 70,568 |

Athletic Fields & Facilities

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$297 less than budget.*
- *The variance is attributable to personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$15,518 higher — an increase of 28 percent — compared to budgeted expenditures for FY17. The variance is attributable to an increase in landscaping contractual services and an increase in ICB rentals to account for Library renovation.*
- *Division FTEs remain unchanged.*
- *Services and charges represent 84 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$27,000).*
- *Services and charges also include the monies paid to the Interagency Coordinating Board (ICB) for the rental of school facilities for City-provided recreational programs (\$27,000).*

Camps

Division Purpose:

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

Management Objectives:

- *Maintain customer satisfaction with camp programs and receive 80 percent or better rate of return for surveys.*
- *Provide a skill building Spring Break Camp for teens that will increase personal development and introduce college and career opportunities.*
- *Continue to provide innovative specialty camps for a variety of interests.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Number of participants in Counselor-in-Training Program | 13 | 13 | 13 | 13 |
| Percentage of favorable ratings for Spring Break Camp | 88 | 90 | 85 | 87 |
| Percentage of evaluations returned for Spring Break Camp | 75 | 80 | 80 | 32 |
| Percentage of favorable ratings for Summer Camp | 85 | 85 | 85 | 87 |
| Percentage of evaluations returned for Summer Camp | 65 | 70 | 70 | 75 |
| Implement summer specialty camps | 8 | 8 | 8 | 8 |
| Number of skill building teen camp opportunities | 1 | 1 | 1 | 2 |

Camps

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.75 | 0.75 | 0.75 |
| <i>FTEs without benefits</i> | 1.67 | 1.15 | 0.91 |
| <i>Division Total</i> | 2.42 | 1.90 | 1.66 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Assistant Recreation Director</i> | 0.05 | 0.05 |
| <i>Recreation Supervisor II</i> | 0.20 | 0.20 |
| <i>Recreation Supervisor I</i> | 0.50 | 0.50 |
| <i>Seasonal Staff</i> | 1.15 | 0.91 |
| <i>Division Total FTEs</i> | 1.90 | 1.66 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Camps</i> | 101,447 | 147,250 | 140,475 | 144,694 |
| <i>Division Total</i> | 101,447 | 147,250 | 140,475 | 144,694 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 66,755 | 76,500 | 77,000 | 74,300 |
| <i>Fringe Benefits</i> | 15,358 | 24,500 | 18,700 | 26,004 |
| <i>Overtime</i> | 4,077 | 1,000 | 500 | 1,000 |
| <i>Employee Recognition</i> | 123 | 250 | 25 | 390 |
| <i>Personnel Subtotal</i> | 86,313 | 102,250 | 96,225 | 101,694 |
| <i>Supplies</i> | 1,675 | 1,800 | 1,750 | 1,800 |
| <i>Services and Charges</i> | 8,383 | 37,600 | 36,900 | 35,600 |
| <i>Miscellaneous</i> | 5,076 | 5,600 | 5,600 | 5,600 |
| <i>Division Total</i> | 101,447 | 147,250 | 140,475 | 144,694 |

Camps

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$6,775 less than budget.*
- *The variance is attributable to fringe benefits.*

FY18 Budget Highlights:

- *Division expenditures are \$2,556 lower — a decrease of 1.7 percent — compared to budgeted expenditures for FY17.*
- *Approximately 70 percent of division expenditures are personnel related.*
- *Division FTEs decrease by 0.24.*
- *Services and charges represent about 25 percent of division expenditures. This category includes contractual costs for camp instructors, special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately four percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.*

Before & After School Programs

Division Purpose:

Develop leisure interests for those in grades K-5. The before and after-school program is conducted at the Takoma Park Community Center every day that school is in session throughout the school year.

Management Objectives:

- *Maintain customer satisfaction with the before and after-school care programs and receive 80 percent or better rate of return for surveys.*
- *Explore partnerships to increase the amount of healthy snack options.*
- *Explore grant opportunities for aftercare programs.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Percentage of evaluations returned | 75 | 80 | 77 | 80 |
| Ratio of Contractor/Staff-led clubs and activities | 2/8 | 2/8 | 2/8 | 3/8 |
| Percentage of favorable ratings for Before/ After Care | 90 | 90 | 90 | 90 |
| Contractor-led clubs/activities | 2 | 2 | 2 | 3 |

Before & After School Programs

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.60 | 0.60 | 0.60 |
| <i>FTEs without benefits</i> | 1.71 | 1.21 | 1.42 |
| <i>Division Total</i> | 2.31 | 1.81 | 2.02 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Assistant Recreation Director</i> | 0.05 | 0.05 |
| <i>Recreation Supervisor II</i> | 0.15 | 0.15 |
| <i>Recreation Supervisor I</i> | 0.40 | 0.40 |
| <i>Recreation Specialist</i> | - | - |
| <i>Seasonal Staff</i> | 1.21 | 1.42 |
| <i>Division Total FTEs</i> | 1.81 | 2.02 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Before and After School Programs</i> | 105,527 | 109,250 | 111,550 | 120,703 |
| <i>Division Total</i> | 105,527 | 109,250 | 111,550 | 120,703 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 74,660 | 74,000 | 79,500 | 82,800 |
| <i>Fringe Benefits</i> | 18,487 | 22,500 | 21,500 | 25,103 |
| <i>Overtime</i> | 3,074 | 1,500 | 300 | 1,500 |
| <i>Employee Recognition</i> | 303 | 250 | 250 | 300 |
| <i>Personnel Subtotal</i> | 96,524 | 98,250 | 101,550 | 109,703 |
| <i>Supplies</i> | 4,940 | 5,500 | 5,400 | 5,500 |
| <i>Services and Charges</i> | 4,003 | 4,900 | 4,000 | 4,900 |
| <i>Miscellaneous</i> | 60 | 600 | 600 | 600 |
| <i>Division Total</i> | 105,527 | 109,250 | 111,550 | 120,703 |

Before & After School Programs

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$2,300 more than budget.*
- *The variance is attributable to staff wages.*

FY18 Budget Highlights:

- *Division expenditures are \$11,453 higher — an increase of 11 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to moving part-time staff wages from Camps to After School Programs.*
- *Division FTEs increased by 0.21.*
- *Approximately 91 percent of division expenditures are personnel related.*



Takoma Park Community Center

Division Purpose:

Oversee staffing, operations, and programming of the Takoma Park Community Center. Includes programming for senior citizens and teens, youth activities held in the Game Room and Teen Room, and reception desk operations.

Management Objectives:

- *Partner with local agencies and stakeholders to enhance youth/teen program offerings.*
- *Provide health and fitness programming for young people ages 13-17.*
- *Enhance and expand programming in the multi-media lab that encourages increased usage from youth and teens.*
- *Continue the 55+ Summer Camp program.*
- *Partner with local businesses and non-profit organizations for a City led Youth Summer Jobs program for ages 16-21.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Number of developmental teen programs/ trips | 20 | 20 | 20 | 23 |
| Number of teens participating in developmental programs/ trips | 161 | 140 | 120 | 165 |
| Number of active adult programs | 12 | 12 | 15 | 17 |
| Number of participants in active adult programs | 420 | 594 | 754 | 800 |
| Number of Senior Program partners | 3 | 4 | 5 | 5 |

Takoma Park Community Center

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.95 | 4.45 | 4.45 |
| <i>FTEs without benefits</i> | 2.79 | 3.29 | 2.79 |
| <i>Division Total</i> | 6.74 | 7.74 | 7.24 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Recreation Director</i> | 0.20 | 0.20 |
| <i>Assistant Recreation Director</i> | 0.05 | 0.05 |
| <i>Recreation Supervisor II</i> | 1.90 | 1.90 |
| <i>Recreation Coordinator II</i> | 1.00 | 1.00 |
| <i>Administrative Assistant I</i> | 0.80 | 0.80 |
| <i>Recreation Specialist</i> | 0.50 | 0.50 |
| <i>Youth Services</i> | 0.50 | 0.00 |
| <i>Part-time Staff</i> | 2.79 | 2.79 |
| <i>Division Total FTEs</i> | 7.74 | 7.24 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Community Center</i> | 594,431 | 746,279 | 662,707 | 728,619 |
| <i>Division Total</i> | 594,431 | 746,279 | 662,707 | 728,619 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 350,952 | 421,179 | 373,000 | 403,750 |
| <i>Fringe Benefits</i> | 93,682 | 141,500 | 110,500 | 143,859 |
| <i>Overtime</i> | 14,566 | 5,000 | 4,500 | 5,000 |
| <i>Employee Recognition</i> | 588 | 1,000 | 418 | 1,510 |
| <i>Personnel Subtotal</i> | 459,788 | 568,679 | 488,418 | 554,119 |
| <i>Supplies</i> | 14,178 | 12,000 | 11,900 | 12,000 |
| <i>Services and Charges</i> | 80,132 | 103,100 | 100,000 | 100,000 |
| <i>Miscellaneous</i> | 40,333 | 62,500 | 62,389 | 62,500 |
| <i>Division Total</i> | 594,431 | 746,279 | 662,707 | 728,619 |

Recreation

Takoma Park Community Center

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$83,572 lower than budget.*
- *The variance is attributable to personnel services.*

FY18 Budget Highlights:

- *Division expenditures are \$17,660 lower — a decrease of 2.4 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a decrease in personnel services. Transferred staff wages to the new Outreach Division.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Division FTEs decreased by 0.50.*
- *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 (\$100,000).*
- *Charges categorized as miscellaneous account for about nine percent of division expenditures. This classification includes costs for senior programming (\$25,000) and teen programming (\$35,000).*





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Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, and the arts and humanities. Technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department support the Council's desire to expand local economic development programming, provide diverse affordable housing opportunities, and improve the quality of life of residents throughout the Takoma Park community. These functions are accounted for in three divisions: *HCD Administration, Planning and Development Services, and Housing and Community Services.*

The functions and budgets of the Code Enforcement, Landlord Tenant, Rent Stabilization, and Affordable Housing sections were consolidated into a single division in FY17. The Actual FY16 expenditures and staffing information included in this year's Housing and Community Services Division budget reflects activity in these four sections during the period.

| <i>Staffing Summary by Division (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|-------------------------|
| <i>HCD Administration</i> | 3.50 | 2.13 | 2.00 |
| <i>Planning and Development Services</i> | 2.33 | 2.38 | 3.38 |
| <i>Housing and Community Services</i> | 3.80 | 4.00 | 4.00 |
| <i>Department Total FTEs</i> | 9.63 | 8.51 | 9.38 |

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|----------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Inspection Fees</i> | 318,668 | 311,000 | 324,979 | 338,600 |
| <i>Municipal Infraction Fees</i> | 1,725 | - | - | - |
| <i>Subtotal</i> | 320,393 | 311,000 | 324,979 | 338,600 |
| <i>General Fund</i> | 1,197,293 | 1,447,172 | 1,243,599 | 1,434,920 |
| <i>Department Total</i> | 1,517,686 | 1,758,172 | 1,568,578 | 1,773,520 |

Department Summary

| <i>Dept. Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 693,944 | 698,700 | 632,500 | 790,000 |
| <i>Fringe Benefits</i> | 242,877 | 237,000 | 198,000 | 269,730 |
| <i>Overtime</i> | 11,796 | 6,300 | 6,450 | 7,800 |
| <i>Employee Recognition</i> | 346 | 3,295 | 270 | 1,200 |
| <i>Personnel Subtotal</i> | 948,963 | 945,295 | 837,220 | 1,068,730 |
| <i>Supplies</i> | 30,187 | 57,438 | 46,788 | 63,000 |
| <i>Services and Charges</i> | 518,845 | 669,829 | 607,660 | 566,680 |
| <i>Miscellaneous</i> | 19,691 | 85,610 | 76,910 | 75,110 |
| <i>Department Total</i> | 1,517,686 | 1,758,172 | 1,568,578 | 1,773,520 |

| <i>Dept. Expenditures by DIVISION</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>HCD Administration</i> | 155,709 | 340,530 | 324,450 | 361,021 |
| <i>Planning and Development Services</i> | 418,681 | 646,953 | 527,828 | 670,010 |
| <i>Housing and Community Services</i> | 943,296 | 770,689 | 716,300 | 742,489 |
| <i>Department Total</i> | 1,517,686 | 1,758,172 | 1,568,578 | 1,773,520 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$189,594 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and contract for services costs.*

FY18 Budget Highlights:

- *Departmental expenditures are \$15,348 higher – an increase of 0.87 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to an increase in personnel costs associated with the department's business outreach efforts and the initial implementation of the housing and economic development strategic plan.*
- *Departmental FTEs increase by 0.87 due to the addition of a temporary position for the advancement of the housing and economic development strategic plan and the restructuring of an archival project that initially required the short-term assignment of staff from the City Clerk's office.*
- *Approximately 60 percent of departmental expenditures are personnel related.*
- *Services and charges account for 32 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for a community marketing campaign (\$20,000), economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$70,000), implementation of the housing and economic development strategic plan (\$75,000), rental housing inspection services provided by Montgomery County (\$238,100), tenant organizing (\$33,000), and a new web-based training module for the landlord certification program (\$3,000).*
- *Miscellaneous expenditures represent four percent of departmental expenditures.*



Photo credit: Sam Kittner Photography

HCD Administration

Division Purpose:

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

Management Objectives:

- *Finalize the FY17 Housing and Economic Development Strategic Plan and facilitate its adoption by Council.*
- *Facilitate the execution of a Partnership Agreement for the planned redevelopment of the Takoma Park Recreation Center property.*
- *Implementation of the Takoma Park Cultural Plan.*
- *Facilitate the planned renovation of the Department's workspace.*
- *Continuation of the electronic archiving of Department records.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Divisional Budgets Monitored | 6 | 6 | 3 | 3 |
| Special Revenue Fund Projects Administered | 5 | 5 | 9 | 8 |
| Service Contracts Monitored | 10 | 13 | 13 | 15 |
| Cultural Programs Offered | 50 | 56 | 35 | 33 |
| Boards and Commissions Staffed | 3 | 4 | 4 | 4 |

HCD Administration

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 1.50 | 2.13 | 2.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 1.50 | 2.13 | 2.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|-------------------------|-------------------------|
| <i>Director of Housing and Community Development</i> | 1.00 | 1.00 |
| <i>Housing Manager</i> | - | - |
| <i>Arts Coordinator</i> | 0.50 | 0.50 |
| <i>Program Assistant</i> | 0.50 | 0.50 |
| <i>Records Specialist</i> | 0.13 | - |
| <i>Division Total FTEs</i> | 2.13 | 2.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>HCD Administration</i> | 155,709 | 340,530 | 324,450 | 361,021 |
| <i>Division Total</i> | 155,709 | 340,530 | 324,450 | 361,021 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 93,689 | 194,700 | 195,000 | 197,000 |
| <i>Fringe Benefits</i> | 30,381 | 67,000 | 65,000 | 68,151 |
| <i>Overtime</i> | 303 | 500 | 750 | 500 |
| <i>Employee Recognition</i> | 60 | 1,500 | 90 | 90 |
| <i>Personnel Subtotal</i> | 124,433 | 263,700 | 260,840 | 265,741 |
| <i>Supplies</i> | 6,702 | 25,150 | 14,500 | 43,000 |
| <i>Services and Charges</i> | 24,118 | 49,510 | 47,260 | 50,180 |
| <i>Miscellaneous</i> | 456 | 2,170 | 1,850 | 2,100 |
| <i>Division Total</i> | 155,709 | 340,530 | 324,450 | 361,021 |

HCD Administration

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$16,080 less than budget.*
- *The variance is primarily attributable to lower than anticipated supply costs due to the delay in the renovation of the department workspace.*

FY18 Budget Highlights:

- *Division expenditures are \$20,491 higher — an increase of 6.02 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to costs associated with planned renovation of the Department's workspace and purchase of replacement workstations.*
- *Division FTEs decrease by 0.13.*
- *Approximately 74 percent of division expenditures are personnel related.*
- *Services and charges represent 14 percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, and postage costs.*



Photo credit: Sam Kittner Photography

Planning and Development Services

Division Purpose:

Oversee administration of economic development programs; provide technical assistance to local businesses and business associations; coordinate the development review process; monitor and review significant redevelopment projects and cross-jurisdictional planning initiatives; develop and coordinate neighborhood revitalization projects; develop and coordinate transportation and pedestrian programs and improvements.

Management Objectives:

- *Facilitate development of a final concept plan for Takoma Junction Development project and advance the redevelopment of the City owned parcel by the Neighborhood Development Company, LLC.*
- *Initiate implementation of economic development recommendations of the Housing and Economic Development Strategic Plan (2017).*
- *Complete Public Land and Open Space Management Plan and present for Council consideration and adoption.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--------------------------------------|----------------|----------------|-------------------|-------------------|
| Development and Zoning Reviews | 4 | 6 | 5 | 6 |
| Public Realm Projects | 5 | 5 | 4 | 4 |
| Economic Development Projects | 3 | 3 | 4 | 5 |
| Capital Projects | 6 | 6 | 6 | 6 |
| Safe Routes to School - Events | 44 | 38 | 31 | 34 |
| Safe Routes to School - Participants | 3,180 | 3,300 | 2,910 | 3,000 |
| TKPK5K Challenge - Participants | 1,357 | 1,400 | 1,500 | 1,550 |
| Anti-Litter - Clean Up Day Events | 10 | 11 | 7 | N/A |
| Anti-Litter – Participants | 300 | 211 | 80 | N/A |
| Vendor Permits Issued | 12 | 3 | 5 | 5 |

Planning and Development Services

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 2.33 | 2.38 | 3.38 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 2.33 | 2.38 | 3.38 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|-------------------------|-------------------------|
| <i>Community Development Manager</i> | 1.00 | 1.00 |
| <i>Senior Planner</i> | 1.00 | 1.00 |
| <i>Economic Development Planner</i> | - | 1.00 |
| <i>Special Projects Coordinator</i> | 0.38 | 0.38 |
| <i>Division Total FTEs</i> | 2.38 | 3.38 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Planning and Development Services</i> | 418,681 | 646,953 | 527,828 | 670,010 |
| <i>Division Total</i> | 418,681 | 646,953 | 527,828 | 670,010 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 222,763 | 223,000 | 186,500 | 304,000 |
| <i>Fringe Benefits</i> | 72,550 | 54,500 | 49,500 | 85,160 |
| <i>Overtime</i> | 4,623 | 4,800 | 2,800 | 4,800 |
| <i>Employee Recognition</i> | 96 | 1,675 | 90 | 150 |
| <i>Personnel Subtotal</i> | 300,032 | 283,975 | 238,890 | 394,110 |
| <i>Supplies</i> | 23,339 | 32,288 | 32,288 | 20,000 |
| <i>Services and Charges</i> | 84,101 | 263,540 | 198,000 | 200,300 |
| <i>Miscellaneous</i> | 11,209 | 67,150 | 58,650 | 55,600 |
| <i>Division Total</i> | 418,681 | 646,953 | 527,828 | 670,010 |

Planning and Development Services

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$119,125 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and contract for services costs.*

FY18 Budget Highlights:

- *Division expenditures are \$23,057 higher – an increase of 3.56 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to an increase in personnel costs associated with the division's business outreach efforts and initial implementation of the housing and economic development strategic plan.*
- *Departmental FTEs increase by 1 due to the addition of a temporary position.*
- *Approximately 59 percent of division expenditures are personnel related.*
- *Services and charges represent 30 percent of division expenditures. Included in this category are costs associated with a planned community marketing campaign (\$20,000), economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$70,000), and implementation of the housing and economic development strategic plan (\$75,000).*



Photo Credit: Sam Kittner Photography

Housing and Community Services

Division Purpose:

Oversee administration of homeownership and rental housing programs; provide technical and organizational assistance to tenant associations; coordinate rental housing licensing and property registration programs; manage grants activities, and administer community assistance programs.

Management Objectives:

- *Initiate implementation of housing recommendations of the Housing and Economic Development Strategic Plan (2017).*
- *Develop programming for the Housing Fund.*
- *Implement online offering of the Landlord Certification Seminar and exam.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Projected FY17 | Estimated FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Tenant Capacity Building Initiative Projects | 7 | 6 | 7 | 6 |
| Tenant Opportunity to Purchase Proposals | 13 | 12 | 12 | 15 |
| Exterior Housing Repair Projects | 21 | 13 | 5 | 0 |
| Rental Licenses – Issued | 402 | 460 | 500 | 500 |
| Rental Licenses – Discontinued | 46 | 40 | 38 | 35 |
| Illegal Rental Facilities Identified | 40 | 45 | 40 | 40 |
| Rental Units Inspected by Montgomery County | 2,770 | 2,900 | 2,850 | 2,860 |
| Rent Stabilized Rental Facilities | 295 | 298 | 330 | 330 |
| Exempted Rental Facilities | 20 | 22 | 22 | 22 |
| Rent Stabilization Exemptions Processed | 19 | 13 | 18 | 18 |
| Owner Occupied Group Houses Registered | 11 | 6 | 8 | 10 |
| Vacant Properties Monitored | 81 | 85 | 90 | 90 |
| Fair Return Petitions Filed | 1 | 0 | 5 | 5 |
| Illegal Rent Payments Reimbursed | \$1,500 | \$1,500 | \$500 | \$500 |
| COLTA – Cases Filed | 13 | 3 | 6 | 10 |
| COLTA – Hearings Conducted | 4 | 2 | 2 | 4 |
| Seminars and Workshops Conducted | 10 | 8 | 8 | 6 |
| Landlord Certificates Issued | 234 | 220 | 225 | 275 |
| Credit Checks Conducted | 31 | 20 | 25 | 30 |
| CDBG / Community Grants Administered | 13 | 18 | 10 | 12 |
| Emergency Assistance Grants Awarded | 110 | 130 | 120 | 135 |

Housing and Community Services

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.90 | 4.00 | 4.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Division Total</i> | 0.60 | 4.00 | 4.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|-------------------------|-------------------------|
| <i>Community Development Manager</i> | 1.00 | 1.00 |
| <i>Project Manager</i> | 0.50 | - |
| <i>Grants Coordinator</i> | - | 0.50 |
| <i>Landlord Tenant Mediation Specialist</i> | 0.50 | 0.50 |
| <i>Housing Specialist</i> | 1.00 | 1.00 |
| <i>Rental Licensing Specialist</i> | 1.00 | 1.00 |
| <i>Division Total FTEs</i> | 4.00 | 4.00 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Housing and Community Services</i> | 943,296 | 770,689 | 716,300 | 742,489 |
| <i>Division Total</i> | 943,296 | 770,689 | 716,300 | 742,489 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 377,492 | 281,000 | 251,000 | 289,000 |
| <i>Fringe Benefits</i> | 139,946 | 115,500 | 83,500 | 116,419 |
| <i>Overtime</i> | 6,870 | 1,000 | 2,900 | 2,500 |
| <i>Employee Recognition</i> | 189 | 120 | 90 | 960 |
| <i>Personnel Subtotal</i> | 524,497 | 397,620 | 337,490 | 408,879 |
| <i>Supplies</i> | 146 | - | - | - |
| <i>Services and Charges</i> | 410,626 | 356,779 | 362,400 | 316,200 |
| <i>Miscellaneous</i> | 8,027 | 16,290 | 16,410 | 17,410 |
| <i>Division Total</i> | 943,296 | 770,689 | 716,300 | 743,489 |

Housing and Community Services

Adopted to Estimated Actual FY17:

- *Division expenditures for Affordable Housing activities are expected to be \$54,389 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY18 Budget Highlights:

- *Division expenditures are \$27,200 lower — a decrease of 3.53 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a decrease in contractual services due to the completion of the FY17 Housing and Economic Development Strategic Plan.*
- *Division FTEs remain constant.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Services and charges represent 42 percent of division expenditures. Included in this category are costs associated with the licensing and rent report software licenses (\$18,600), rental housing inspection services provided by Montgomery County (\$238,100), tenant organizing (\$33,000), and a new web-based training module for the landlord certification program (\$3,000).*



Photo Credit: Sam Kittner Photography

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Department Summary

Department Overview:

The mission of the Communications Office is to use media and technology to inform, educate, entertain, and engage residents while sharing items of public and cultural interest. The Communications Office operates Takoma Park City TV (the government access cable channel), maintains the City's website and social media outlets, publishes the City's monthly newsletter, and works to promote the City through positive relations with local media.

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

The City of Takoma Park is a co-franchisor with Montgomery County for provision of cable television services. As such, the City receives franchise fees and restricted funds for cable equipment. The County administers all cable franchise agreements for the City by contract. Cable television services are available to City residents from Comcast, RCN and Verizon.

City TV broadcasts City Council meetings live on cable television and via the City's website and social media. City TV staff provides technical audio and lighting services for events in the Auditorium. Video from those and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed at any time through the video archive on the City's website. Staff also produces original magazine and talk shows that highlight community activities, issues and organizations.

The Media Specialist oversees the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor.

Management Objectives:

- *Continue improvements to content and usability of the City's new website, as needed.*
- *Collaborate with non-profit organizations to inform TV and social media viewers of the services and events provided by the City, and city organizations.*
- *Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable television services.*
- *Continue to increase non-English programming.*
- *Continue to collaborate with non-profit organizations to give Takoma Park area youth access to the media.*

Department Summary

Performance/Workload Measures:

| Measurement | Actual FY16 | Estimated FY17 | Adopted FY18 |
|--|----------------|-------------------|-----------------|
| City TV Hours: | 225 hrs | 200 hrs. | 190 hrs |
| Original programming | 106 hrs | 85 hrs | 90 hrs |
| Council meetings | 118 hrs | 115 hrs | 110 hrs |
| Auditorium events (not broadcast on TV) | 67 | 65 | 30 |
| Average number of website pages viewed per month (approx.) | 40,000 | 43,000 | 45,000 |
| Average number of website pages viewed per visit | 2.53 | 2.47 | 2.75 |
| Social media account followers (FB, Twitter) | 2,600 | 3,000 | 3,200 |
| Mobile users of website | 24.7% | 26.51% | 28% |

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | <i>4.00</i> | <i>4.00</i> | <i>4.00</i> |
| <i>FTEs without benefits</i> | <i>1.62</i> | <i>1.75</i> | <i>1.75</i> |
| <i>Division Total</i> | <i>5.62</i> | <i>5.75</i> | <i>5.75</i> |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|-------------------------|-------------------------|
| <i>TV Production Manager</i> | <i>1.00</i> | <i>1.00</i> |
| <i>Media Specialist</i> | <i>1.00</i> | <i>1.00</i> |
| <i>Part-time Communications Support</i> | <i>1.75</i> | <i>1.75</i> |
| <i>AV Specialist</i> | <i>2.00</i> | <i>2.00</i> |
| <i>Division Total FTEs</i> | <i>5.75</i> | <i>5.75</i> |

Department Summary

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Cable Franchise Fees</i> | 250,290 | 242,718 | 245,000 | 246,000 |
| <i>Cable Operating Grant</i> | 177,043 | 457,734 | 469,000 | 462,000 |
| <i>Subtotal</i> | 427,333 | 700,452 | 714,000 | 708,000 |
| <i>General Fund</i> | 72,829 | -101,992 | -201,540 | -116,215 |
| <i>Department Total</i> | 500,162 | 598,460 | 512,460 | 591,785 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Communications</i> | 500,162 | 598,460 | 512,460 | 591,785 |
| <i>Division Total</i> | 500,162 | 598,460 | 512,460 | 591,785 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 264,275 | 292,000 | 254,500 | 310,500 |
| <i>Fringe Benefits</i> | 80,206 | 86,500 | 77,500 | 90,105 |
| <i>Overtime</i> | 14,105 | 12,000 | 6,000 | 12,000 |
| <i>Employee Recognition</i> | 1,010 | 510 | 510 | 1,780 |
| <i>Personnel Subtotal</i> | 359,596 | 391,010 | 338,510 | 414,385 |
| <i>Supplies</i> | 9,315 | 46,000 | 16,000 | 15,000 |
| <i>Services and Charges</i> | 122,106 | 140,450 | 136,950 | 142,850 |
| <i>Miscellaneous</i> | 9,145 | 21,000 | 21,000 | 19,550 |
| <i>Division Total</i> | 500,162 | 598,460 | 512,460 | 591,785 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$86,000 lower than budget.*
- *The variance is due primarily to lower than anticipated costs for personnel and communications related supplies.*

FY18 Budget Highlights:

- *Cable related operating revenues are anticipated to remain about the same in FY18 as they were in FY17 based on the Memorandum of Understanding (MOU) with Montgomery County.*
- *Departmental expenditures are Adopted to be \$6,675 lower — a decrease of 1.12 percent — compared to budgeted expenditures for FY17.*
- *Approximately 70 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$23,375 compared to budgeted expenditures for FY17.*
- *Services and charges account for about 24 percent of departmental expenditures, including \$92,500 for the Takoma Park Newsletter and City Guides.*

Under the MOU with Montgomery County related to cable franchise funds, the City receives cable operating grant money, which aligns with City needs. While cable franchise fees can be used for any purpose, cable operating grant money must be used for cable television operations and associated fibernet costs. This year, the operating grant covers the cost of 5 out of 5.75 FTEs in the Communications division and 2 out of the 3.5 FTEs in the Information Systems division.

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Photo by Bruce Guthrie

Department Summary

Department Overview:

The Takoma Park Maryland Library enhances the quality of life in Takoma Park by responding to and inspiring the literary, educational, and informational needs of a diverse community. The Library provides and promotes up-to-date resources, collections, and referrals that match community interests, promote literacy and learning, nurture a love of books and stories, and present a broad range of views within an inviting and safe environment. The Library also operates the City's Computer Learning Center.

| <i>Staffing Summary by Division (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|-------------------------|
| <i>Library</i> | <i>9.74</i> | <i>9.75</i> | <i>9.75</i> |
| <i>Computer Learning Center</i> | <i>1.38</i> | <i>1.38</i> | <i>1.38</i> |
| <i>Department Total FTEs</i> | <i>11.12</i> | <i>11.13</i> | <i>11.13</i> |

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|-------------------------|-------------------------|---------------------------|-------------------------|
| <i>Library Aid from County</i> | <i>154,498</i> | <i>158,225</i> | <i>158,225</i> | <i>158,225</i> |
| <i>Library Fines and Fees</i> | <i>26,121</i> | <i>35,500</i> | <i>35,500</i> | <i>33,000</i> |
| <i>Subtotal</i> | <i>180,619</i> | <i>193,725</i> | <i>193,725</i> | <i>191,225</i> |
| <i>General Fund</i> | <i>1,000,879</i> | <i>1,087,579</i> | <i>1,049,700</i> | <i>1,158,635</i> |
| <i>Department Total</i> | <i>1,181,498</i> | <i>1,281,304</i> | <i>1,243,425</i> | <i>1,349,860</i> |

Department Summary

| <i>Dept. Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 751,407 | 785,500 | 760,000 | 819,000 |
| <i>Fringe Benefits</i> | 261,972 | 288,000 | 278,000 | 305,990 |
| <i>Overtime</i> | 4,303 | 6,200 | 5,100 | 8,000 |
| <i>Employee Recognition</i> | 4,411 | 420 | 1,060 | 9,320 |
| <i>Personnel Subtotal</i> | 1,022,093 | 1,080,120 | 1,044,160 | 1,142,310 |
| <i>Supplies</i> | 117,501 | 144,275 | 142,600 | 147,100 |
| <i>Services and Charges</i> | 32,010 | 42,229 | 41,985 | 43,950 |
| <i>Miscellaneous</i> | 9,894 | 14,680 | 14,680 | 16,500 |
| <i>Department Total</i> | 1,181,498 | 1,281,304 | 1,243,425 | 1,349,860 |

| <i>Dept. Expenditures by DIVISION</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Library</i> | 1,097,912 | 1,186,872 | 1,159,337 | 1,239,260 |
| <i>Computer Learning Center</i> | 83,586 | 94,432 | 84,088 | 110,600 |
| <i>Department Total</i> | 1,181,498 | 1,281,304 | 1,243,425 | 1,349,860 |

Department Summary

Adopted to Estimated Actual FY17:

- *Departmental expenditures are expected to be \$37,879 lower than budget.*
- *The variance is mainly attributable to lower than anticipated personnel costs.*

FY18 Budget Highlights:

- *Departmental expenditures are \$68,556 higher – an increase of 5.4 percent – compared to budgeted expenditures for FY17.*
- *Departmental FTEs do not increase.*
- *Approximately 85 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$62,190 compared to budgeted expenditures for FY17.*
- *Approximately 11 percent of departmental expenditures are supplies. This category includes the cost of digital and print books, periodicals, reference resources, and media; and computer and office supplies, including all materials needed for processing and circulation.*
- *Services and charges represent about three percent of departmental expenditures. They include contractual costs and support for circulation and cataloging records and functions.*



Photo by Bruce Guthrie

Library Division

Division Purpose:

The Library provides circulation and reference services, and readers' aid. Resources include Internet access, on-line reference tools, research databases, books, downloadable and streaming e-books, magazines, audio books, and music media. It sponsors more than 350 programs each year for children of all ages and adults, including programs in Spanish and French.

Management Objectives:

- *Develop, refine, and support plans and preparations for additional and renovated Library space.*
- *Prepare for relocation of Library services and collections during building renovation.*
- *Review and evaluate all collections, and refine their contents in terms of what is most relevant in a redesigned Library.*
- *Expand the reach of our new family "Books-to-Action" Social Justice Book Club with service activities and booklists focused on major issues of the day.*
- *Explore the feasibility of forming a teen advisory board to plan seasonal programs for teens.*
- *Increase resources available for adults and children in Spanish and French.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|-----------------------------|----------------|----------------|-------------------|-------------------|
| Circulation of materials | 113,074 | 90,536 | 96,138 | 97,000 |
| Circulation per capita | 6.76 | 5.33 | 5.7 | 5.7 |
| In-library use of materials | 40,716 | 31,354 | 35,184 | 36,000 |
| Use per capita | 2.43 | 1.85 | 2.1 | 2.1 |
| Program attendance | 16,648 | 17,804 | 17,500 | 17,700 |
| Programs | 360 | 370 | 375 | 375 |

Library Division

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 7.50 | 7.50 | 7.50 |
| <i>FTEs without benefits</i> | 2.24 | 2.25 | 2.25 |
| <i>Division Total</i> | 9.74 | 9.75 | 9.75 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Library Director</i> | 1.00 | 1.00 |
| <i>Library Manager</i> | 3.00 | 3.00 |
| <i>Librarian</i> | 0.50 | 0.50 |
| <i>Library Assistant</i> | 4.00 | 4.00 |
| <i>Library Shelver</i> | 0.38 | 0.38 |
| <i>Part-time Assistant</i> | 0.87 | 0.87 |
| <i>Division Total FTEs</i> | 9.75 | 9.75 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Library</i> | 1,097,912 | 1,186,872 | 1,159,337 | 1,239,260 |
| <i>Division Total</i> | 1,097,912 | 1,186,872 | 1,159,337 | 1,239,260 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 686,903 | 715,500 | 710,000 | 746,500 |
| <i>Fringe Benefits</i> | 248,453 | 269,000 | 250,500 | 275,180 |
| <i>Overtime</i> | 4,097 | 6,000 | 4,500 | 7,000 |
| <i>Employee Recognition</i> | 3,321 | 330 | 970 | 8,980 |
| <i>Personnel Subtotal</i> | 942,774 | 990,830 | 965,970 | 1,037,660 |
| <i>Supplies</i> | 114,680 | 141,533 | 138,858 | 144,450 |
| <i>Services and Charges</i> | 30,946 | 40,829 | 40,829 | 42,150 |
| <i>Miscellaneous</i> | 9,512 | 13,680 | 13,680 | 15,000 |
| <i>Division Total</i> | 1,097,912 | 1,186,872 | 1,159,337 | 1,239,260 |

Library Division

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$27,535 less than budget.*
- *The variance is primarily attributable to less than anticipated expenditures for personnel.*

FY18 Budget Highlights:

- *Division expenditures are \$52,388 higher – an increase of 4.4 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to increases in personnel costs.*
- *Division FTEs do not change.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Other division expenditures include supplies, services, and miscellaneous, consisting of digital print, purchased books, periodicals, reference materials, media, computer-related items, and office materials, ILS and cataloging support, all materials needed for processing and circulation, and staff training. Together, these areas account for \$201,600, or about sixteen percent of division expenditures.*



Photo by Maurice Belanger

Computer Learning Center

Division Purpose:

The Library manages and operates two computer rooms, with 20 public access workstations, which are available seven days a week. We offer Internet, word processing, spreadsheets, and more to users of all ages. We also maintain four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Management Objectives:

- *Respond to increasing use of portable computing devices in the Computer Center, and the demand for assistance by wireless users for help with laptops, tablets and phones.*
- *Continue to distribute information and guidance concerning the evaluation of web sources.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|---------------------------------------|----------------|----------------|-------------------|-------------------|
| Number of Internet sessions (log-ons) | 22,005 | 17,721 | 15,296 | 16,000 |
| Hours Used | 14,691 | 11,815 | 10,510 | 11,000 |

Computer Learning Center

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 0.75 | 0.75 | 1.13 |
| <i>FTEs without benefits</i> | 0.63 | 0.63 | 0.25 |
| <i>Division Total</i> | 1.38 | 1.38 | 1.38 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|-----------------------------------|-------------------------|-------------------------|
| <i>Library Instructor Asst.</i> | 1.38 | 1.38 |
| <i>Division Total FTEs</i> | 1.38 | 1.38 |

| <i>Division Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|---------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Computer Learning Center</i> | 83,586 | 94,432 | 84,088 | 110,600 |
| <i>Division Total</i> | 83,586 | 94,432 | 84,088 | 110,600 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 64,505 | 70,000 | 50,000 | 72,500 |
| <i>Fringe Benefits</i> | 13,519 | 19,000 | 27,500 | 30,810 |
| <i>Overtime</i> | 205 | 200 | 600 | 1,000 |
| <i>Employee Recognition</i> | 1,090 | 90 | 90 | 340 |
| <i>Personnel Subtotal</i> | 79,319 | 89,290 | 78,190 | 104,650 |
| <i>Supplies</i> | 2,821 | 2,742 | 3,742 | 2,650 |
| <i>Services and Charges</i> | 1,064 | 1,400 | 1,156 | 1,800 |
| <i>Miscellaneous</i> | 382 | 1,000 | 1,000 | 1,500 |
| <i>Division Total</i> | 83,586 | 94,432 | 84,088 | 110,600 |

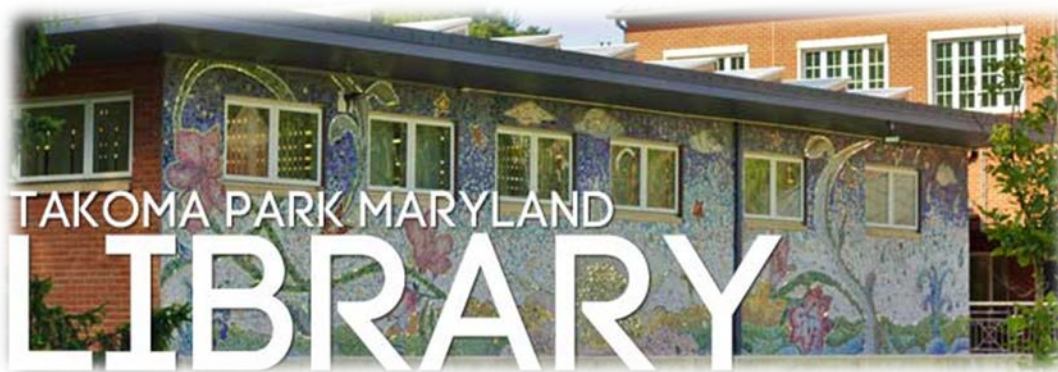
Computer Learning Center

Adopted to Estimated Actual FY17:

- *Division expenditures are expected to be \$10,344 less than budget.*

FY18 Budget Highlights:

- *Division expenditures are \$16,168 higher — an increase of 17.1 percent — compared to budgeted expenditures for FY17.*
- *The variance is mainly attributable to increases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 95 percent of division expenditures are personnel related.*





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- Non-Departmental Summary 182



Non-Departmental

Department Overview:

This budgetary unit provides for the cost of government services that are not directly attributable to a specific City department. These items include liability and property insurance coverage, employee training, and certain expenses related to the City's cultural programming. Other non-departmental expenditures include the contingency monies set aside as required by the City Charter.

Supplemental Information:

| Measurement | Actual | Estimated | Projected |
|--|--------|-----------|-----------|
| | FY16 | FY17 | FY18 |
| Number of auto liability insurance claims | 26 | 20 | 20 |
| Number of general liability insurance claims | 3 | 2 | 2 |
| Number of police liability insurance claims | 0 | 0 | 0 |
| Number of public official insurance claims | 0 | 0 | 0 |
| Number of property insurance claims | 0 | 0 | 0 |
| Number of worker's compensation insurance claims | 27 | 25 | 20 |
| Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit | 118 | 120 | 140 |

Non-Departmental

| <i>Source of Funds</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>General Fund</i> | 1,120,833 | 1,952,675 | 1,686,000 | 1,716,230 |
| <i>Division Total</i> | 1,120,833 | 1,952,675 | 1,686,000 | 1,716,230 |

| <i>Division Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Other Fringe Benefits</i> | 51,109 | 48,500 | 50,000 | 53,000 |
| <i>Workers' Compensation Insurance</i> | 536,664 | 720,000 | 689,100 | 570,000 |
| <i>Personnel Subtotal</i> | 587,773 | 768,500 | 739,100 | 623,000 |
| <i>Supplies</i> | - | 3,000 | 2,350 | - |
| <i>Services and Charges</i> | 134,743 | 139,200 | 135,400 | 149,700 |
| <i>Miscellaneous</i> | 398,317 | 1,041,975 | 809,150 | 943,530 |
| <i>Division Total</i> | 1,120,833 | 1,952,675 | 1,686,000 | 1,716,230 |

Non-Departmental

Adopted to Estimated Actual FY17:

- *Expenditures are expected to be \$266,675 lower than budget.*
- *The variance is attributable to the decrease in general contingency provision, worker compensation premiums, Community Grants and Tax Rebate Program.*

FY18 Budget Highlights:

- *Expenditures are \$236,445 lower — a decrease of 12.1 percent — compared to budgeted expenditures for FY17. The variance is attributable to the decrease in provision for Housing Fund for FY18.*
- *Approximately 36.3 percent of division expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.*
- *Services and charges account for about eight percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$149,700).*
- *Approximately 55 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$140,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$122,250) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$16,000) and the City's tuition reimbursement program (\$35,000).*
- *Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY18 include the Takoma Park Independence Day Committee (\$17,500), and the Takoma Folk Festival (\$22,500). External entities will also benefit from the Community Grant Program (\$150,000).*



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Capital Improvement Program

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CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 – 2022

Capital Improvement Budget

Our Capital Improvement Budget covers the following six categories: Equipment Replacement, Park Development, Infrastructure Improvements, Facility Improvements and Information Technology improvements. Below is a summary of how these funds will be used in FY18. The legend at the end of the chart identifies the funding source for these items.

Equipment Replacement

Each year the City budgets for equipment replacement, setting money aside to replace short lived assets, often large machinery and vehicles. For FY18 there will be replacements of the backhoe, fuel dispensing software, a leaf box, leaf collection vacuum and mechanic tool box for Public Works, five police cars for Police Department, and pool table and scoreboard for the Recreation Center.

Park Development

In FY18 the construction of the Sligo Mill Overlook Playground will be completed. The Park project began in FY17; reimbursement from the State of Maryland will occur in FY18.

Infrastructure improvements

Ongoing infrastructure improvements include sidewalk construction and street repair with a projected annual cost of \$1.5 million. Two large projects which will be underway in FY18 are the Ethan Allen Gateway Streetscape and the Flower Avenue Green Street. Both of these projects will continue into FY19.

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

Designs to make the Ethan Allen Gateway more pedestrian and bicyclist friendly are complete. Bidding and construction is scheduled for FY18. The Flower Avenue Green Street Design is at 90% and is expected to be bid during FY18. Each project has a 12 to 18 month construction schedule. The projects include traffic calming, pedestrian improvements, bus stop improvements, energy efficient lighting, and stormwater management features.

Facilities

The Library and the Police Department will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library will be completed in FY18, with construction anticipated to begin in FY18. Concept designs for the police station will be completed in FY18. Major improvements for the Police Department entail expanding the workable office space by filling in the atrium between the first and second floors of the Community Center and moving holding cells to the first floor with a protected sally port entrance. In FY18, smaller-scale renovations will be undertaken on the second and third floor of the Community Center.

Information Technology/City TV

The Technology Steering Committee evaluates the impacts of existing hardware and software technology, identifies future technology-related needs, and makes recommendations to address those needs. Major expenses identified by the Steering Committee for FY18 include server room replacement and surveillance camera installation at the Heffner Community Center, Public Works, and the Takoma Park Recreation Center on New Hampshire Avenue.

Audio-visual equipment, studio improvements and fibernet connections are replaced and upgraded regularly. This infrastructure and equipment facilitates the broadcasting of Council Meetings, community events and art programming via cable television and the internet. Cable capital grants from franchise agreements with cable television companies pay for this work.

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

| EQUIPMENT | Priority | | FY18 | FY19 | FY20 | FY 21 | FY 22 |
|---|----------|-----|------------|------------|------------|------------|------------|
| Police - Vehicles | | | | | | | |
| Police Cars | ERR | I | \$ 210,400 | \$ 152,020 | \$ 179,390 | \$ 155,203 | \$ 302,496 |
| Police - Equipment | | | | | | | |
| Field Radio Equipment | SCF | III | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Mobile Computers | SCF | III | \$ 14,900 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 18,000 |
| Body Camera & Taser Replacement | ERR | II | | | | \$ 34,778 | |
| Public Works - Vehicle | | | | | | | |
| Dump Truck (#259) | ERR | III | | \$ 79,197 | | | |
| Recycling Truck (#261) | ERR | III | | \$ 249,663 | | | |
| Trash Truck (#222) | ERR | III | | \$ 247,582 | | | |
| Pick Up Truck (#223) | ERR | III | | | \$ 35,100 | | |
| Pick Up Truck (#241) | ERR | III | | | \$ 32,000 | | |
| Admin Vehicle (#262) | ERR | III | | | | \$ 32,591 | |
| Pick Up Truck (#244) | ERR | III | | | | \$ 33,525 | |
| Street Sweeper | SW | III | | | | | \$ 263,766 |
| Pick Up Truck (#260) | ERR | III | | | | | \$ 45,489 |
| Public Works - Equipment | | | | | | | |
| Backhoe (replaces Tractor and backhoe attachment) | ERR | III | \$ 49,409 | | | | |
| Fuel Dispensing Software & Equipment | ERR | III | \$ 33,000 | | | | |
| Leaf Box (1 of 7) | ERR | III | \$ 5,376 | \$ 5,376 | \$ 5,376 | \$ 5,376 | \$ 5,376 |
| Leaf Collection Vacuums | ERR | III | \$ 29,000 | | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Mechanic Tool Box 1 & 2 | ERR | III | \$ 6,500 | | \$ 6,600 | | |
| Truck Scale - Total FY18 Cost \$10,000 | | | | | | | |
| General Fund | ERR | III | \$ 5,000 | | | | |
| Stormwater Fund | SW | III | \$ 5,000 | | | | |
| Crackfilling Machine | ERR | III | | \$ 45,000 | | | |
| Miller Mig Welder | ERR | III | | | \$ 9,772 | | |
| Replace Riding Mower | ERR | III | | | \$ 13,200 | | |
| Skidsteer | ERR | III | | | \$ 29,000 | | |
| Truck Tire Changer | ERR | III | | | | \$ 17,326 | |
| Loader | ERR | III | | | | | \$ 200,038 |
| Roll-Off Trailer | ERR | III | | | | | \$ 83,373 |
| Vehicle Lift 2 | ERR | III | | | | | \$ 11,000 |
| Recreation - Vehicle | | | | | | | |
| Recreation Bus Large(#242) | ERR | II | | | \$ 78,136 | | |
| Recreation Bus (SAB)(#268) | ERR | II | | | | | \$ 62,733 |

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

| EQUIPMENT | | Priority | FY18 | FY19 | FY20 | FY 21 | FY 22 |
|---|----------|----------|-------------------|---------------------|-------------------|-------------------|---------------------|
| Recreation - Equipment | | | | | | | |
| Pool Table | ERR | IV | \$ 5,500 | | | | |
| Scoreboard | ERR | IV | \$ 8,930 | | | | |
| REC Programming Software | ERR | II | | \$ 51,069 | | | |
| Treadmills | ERR | III | | \$ 6,330 | | \$ 6,100 | |
| Active Arcade Game - Game Room | GF | IV | | | | | \$ 15,000 |
| Administration/Communications (City TV) - Equipment | | | | | | | |
| Auditorium PA System | SRF | II | \$ 45,000 | | | | |
| Digital Signage | SRF | III | \$ 25,000 | | | | |
| Videography Small Camera Packages | SRF | III | \$ 25,000 | | | | |
| Auditorium Camera System | SRF | III | | \$ 120,000 | | | |
| Council Dais | SRF | I | | \$ 25,000 | | | |
| CableTV 13 Editing & Playback Servers | SRF | III | | | \$ 50,000 | | |
| Media Lab Equipment | SRF | III | | | | \$ 52,167 | |
| Library - Equipment | | | | | | | |
| Userful Hardware, Software, & Support (27 Workstations) | ERR | I | \$ 28,802 | | | \$ 45,600 | |
| Departmental - Vehicles | | | | | | | |
| Admin Pool Car (#243) | ERR | III | | \$ 31,253 | | | |
| Information Technology | | | | | | | |
| Upgrade Backbone Switches | ERR | I | | | | \$ 28,550 | |
| Closed Circuit TV & Video Surveillance | ERR | II | | | | | \$ 45,212 |
| Millennium Door Security & ID Software | ERR | II | | | | | \$ 34,778 |
| Servers A & B | ERR | II | | | | | \$ 74,194 |
| Surveillance for PW/REC/Heffner | GF | II | | | | | \$ 40,575 |
| | | | | | | | |
| SUBTOTAL - EQUIPMENT | | | \$ 521,817 | \$ 1,052,490 | \$ 508,574 | \$ 481,216 | \$ 1,257,030 |
| | | | | | | | |
| STREETS AND SIDEWALKS | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
| ADA Sidewalk Retrofit – Total FY18 Project \$400,000 | | | | | | | |
| City Sidewalks | GF | III | \$ 300,000 | | | | |
| SHA sidewalks | GF | III | \$ 100,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Ethan Allen Gateway Streetscape - Total FY18 Project \$2,321,500 | | | | | | | |
| City Fund | GF /Bond | I | \$ 1,000,000 | | | | |
| MD Bikeway | SRF | I | \$ 66,000 | | | | |
| TAP | SRF | I | \$ 1,255,500 | | | | |

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

| STREETS AND SIDEWALKS | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|-----------------|----------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Flower Avenue Green Street Project - Total FY18 Project \$3,987,813 | | | | | | | |
| City Match | GF /Bond | I | \$ 708,914 | \$ 520,004 | | | |
| CDBG | SRF | I | \$ 77,350 | | | | |
| Montgomery County | SRF | I | \$ 200,000 | | | | |
| National Fish & Wildlife Federation Grant | SW | I | \$ 113,750 | | | | |
| SHA | GF | I | \$ 140,779 | \$ 28,593 | | | |
| TAP | SRF | I | \$ 780,248 | \$ 260,083 | | | |
| WSSC | SRF | I | \$ 1,966,772 | \$ 655,591 | | | |
| Lincoln Avenue Sidewalk - SRTS / GYH | SRF | III | \$ 578,300 | | | | |
| Neighborhood Commercial Center Improvements | GF | III | \$ 100,000 | | \$ 175,000 | | \$ 200,000 |
| New Sidewalk Design/Construction & Traffic Calming | GF | III | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Public Art | GF | III | \$ 35,000 | \$ 40,000 | \$ 45,000 | \$ 50,000 | \$ 50,000 |
| Street Light Upgrade | GF | IV | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Street Rehabilitation | GF | II | \$ 300,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Takoma Junction Area Traffic Study | GF | II | \$ 75,000 | | | | |
| Takoma Junction Area Improvements | | | | | | | |
| City Fund | GF | III | | \$ 710,000 | \$ 460,000 | | |
| Grant | SRF | III | | | \$ 385,000 | | |
| Chestnut Ave & Hodges Ln Sidewalks | | | | | | | |
| City 20% Match | GF Transfer SRF | I | | \$ 16,700 | | | |
| SRTS GYI | SRF | I | | \$ 83,300 | | | |
| Open Space Management Plan Implementation | GF | IV | | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| SUBTOTAL -STREETS | | | \$ 8,317,613 | \$ 3,859,271 | \$ 2,610,000 | \$ 1,595,000 | \$ 1,795,000 |
| | | | | | | | |
| PARKS | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
| Sligo Mill Overlook Construction | SRF | II | \$ 125,000 | | | | |
| Spring Park Improvements - Bog Bridge | GF | III | \$ 16,000 | | | | |
| Spring Park Improvements - Pathways & Erosion | GF | III | \$ 60,000 | | | | |
| Heffner Park Architectural Services for Facility Redesign | GF | IV | | | | \$ 60,000 | |
| Heffner Park Construction | GF | IV | | | | | \$ 150,000 |
| SUBTOTAL - PARKS | | | \$ 201,000 | \$ - | \$ - | \$ 60,000 | \$ 150,000 |

Capital Outlay

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

| FACILITIES | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|----------|----------|---------------------|---------------------|---------------------|---------------------|-------------|
| Community Center | | | | | | | |
| Floor Replacement for Azalea Room | FMR | IV | \$ 15,000 | | | | |
| Media Lab & Control Room remodeling | SRF | II | | \$ 50,000 | | | |
| Office Renovations for HR/HCD/IT/Media | SRF | III | \$ 85,000 | | | | |
| Police Office Renovation | SCF | I | \$ 50,000 | | | | |
| Police Space Design | GF | II | \$ 140,000 | | | | |
| Police Department Construction | GF /Bond | II | | | \$ 1,250,000 | \$ 1,250,000 | |
| Replace Roof Top Unit #12 - Game Room | FMR | III | \$ 20,000 | | | | |
| Replace Roof Top #9 - Third Floor Administrative Area | FMR | III | | \$ 18,000 | | | |
| Staff Lounge Improvements | FMR | IV | \$ 5,000 | | | | |
| Third Floor Bathroom Sink Retrofit | FMR | IV | \$ 10,000 | | | | |
| Rear Elevator Upgrade | ERR | III | | \$ 216,733 | | | |
| Epoxy Coat Walkway and LL Parking area | FMR | III | \$ 80,000 | | \$ 10,000 | | |
| Lobby Doors | FMR | IV | | | | \$ 11,000 | |
| Heffner Community Center | | | | | | | |
| Floor and Kitchen Renovation | FMR | III | \$ 14,000 | | | | |
| Library | | | | | | | |
| Library Construction & Relocation | GF /Bond | I | \$ 3,750,000 | \$ 3,220,000 | \$ 1,000,000 | | |
| Library Detail Design | GF | I | \$ 150,000 | | | | |
| Public Works | | | | | | | |
| Phase 2 Facility Design | GF | IV | | \$ 100,000 | | | |
| Phase 2 Construction | GF | IV | | | \$ 800,000 | | |
| Replacement of Overhead Doors Mechanic Shop & ROW | ERR | III | | | \$ 34,319 | | |
| SUBTOTAL-FACILITIES | | | \$ 4,319,000 | \$ 3,604,733 | \$ 3,094,319 | \$ 1,261,000 | \$ - |

| STORMWATER MANAGEMENT | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|----|----------|------------|-----------|------|------|------|
| Devonshire & Glazewood Bio Retention Facility | SW | III | \$ 40,000 | | | | |
| Grant Ave and Holly Ave Bio Retention Facility | SW | III | \$ 30,000 | | | | |
| Takoma Branch Stream Restoration Design | SW | III | \$ 100,000 | | | | |
| Tulip Avenue Phase 2 | SW | III | \$ 65,600 | | | | |
| Colby Avenue Permeable Pavement | SW | III | | \$ 35,000 | | | |

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2018 - 2022

| STORMWATER MANAGEMENT | | Priority | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|----|----------|-------------------|-------------------|-------------------|-------------------|-------------|
| Franklin Apt Bio-Swale | SW | III | | \$ 85,000 | | | |
| Glenside and Anne St | SW | III | | \$ 35,000 | | | |
| Jackson and Glenside | SW | III | | \$ 35,000 | | | |
| Parkview Towers Bio-Swale | SW | III | | \$ 55,000 | | | |
| Sligo Mill Concrete Debris Removal | SW | III | | | \$ 250,000 | \$ 250,000 | |
| SUBTOTAL - STORMWATER MANAGEMENT | | | \$ 235,600 | \$ 245,000 | \$ 250,000 | \$ 250,000 | \$ - |

| | | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-----------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| CIP Total – Items funded by Equipment Replacement Reserve | ERR | \$ 381,917 | \$ 1,084,223 | \$ 452,893 | \$ 389,049 | \$ 894,689 |
| CIP Total – Items funded by Facility Maintenance Reserve | FMR | \$ 144,000 | \$ 18,000 | \$ 10,000 | \$ 11,000 | \$ - |
| CIP Total – Items funded by General Fund – Capital Outlay | GF | \$ 7,395,693 | \$ 6,163,597 | \$ 5,275,000 | \$ 2,905,000 | \$ 2,000,575 |
| CIP Total – Items funded Through General Fund Operating Transfer to SRF | GF Transfer SRF | \$ - | \$ 16,700 | \$ - | \$ - | \$ - |
| CIP Total – Items funded Through Speed Camera Program Fund | SCF | \$ 89,900 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 43,000 |
| CIP Total – Items funded by Special Revenue Funds | SRF | \$ 5,229,170 | \$ 1,193,974 | \$ 435,000 | \$ 52,167 | \$ - |
| CIP Total Stormwater Fund | SW | \$ 354,350 | \$ 245,000 | \$ 250,000 | \$ 250,000 | \$ 263,766 |
| CIP GRAND TOTAL | | \$ 13,595,030 | \$ 8,761,494 | \$ 6,462,893 | \$ 3,647,216 | \$ 3,202,030 |

Legend

GF – General Fund
 ERR – Equipment Replacement Reserve
 FMR – Facility Maintenance Reserve
 SRF – Special Revenue Fund
 SCF – Speed Camera Fund
 SW – Stormwater Fund

Priority Level

I- Imperative
 II-Essential
 III-Important
 IV-Desirable



IN THIS SECTION:

- Debt Service Summary 194

Debt Service

Overview:

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

Community Center Bond 2015 Series:

On August 24, 2015, the City paid off the 2005 Community Center Bonds by issuance of the 2015 Series Bonds. The new bond proceed is in the amount of \$1,579,730. The principal and interest payments are to be repaid semi-annually each year based upon an interest rate of 2.34% until the bonds are paid. The final payment is due June 30, 2025.

The annual installments for the repayment of the bonds as of July 1, 2017 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|-------------------|---------------------|
| 2018 | 144,000 | 38,525 | 182,525 |
| 2019 | 147,500 | 35,645 | 183,145 |
| 2020 | 151,500 | 31,220 | 182,720 |
| 2021 | 156,500 | 26,675 | 183,175 |
| 2022 | 161,000 | 21,980 | 182,980 |
| 2023 – 2025 | <u>513,000</u> | <u>36,360</u> | <u>549,360</u> |
| Total | <u>\$ 1,273,500</u> | <u>\$ 190,405</u> | <u>\$ 1,463,905</u> |

Debt Service

Public Works Facility Bond:

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds were used for the design and renovation of the Public Works Facility. The principal and interest payments are to be repaid semi-annually each year based upon an interest rate of 2.97% until the bonds are paid. The final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of July 1, 2017 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|-------------------|------------------|-------------------|
| 2018 | 160,000 | 14,702 | 174,702 |
| 2019 | 165,000 | 9,950 | 174,950 |
| 2020 | <u>170,000</u> | <u>5,049</u> | <u>175,049</u> |
| Total | <u>\$ 495,000</u> | <u>\$ 29,701</u> | <u>\$ 524,701</u> |

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

Debt Service

Transportation Bond 2018:

In anticipation for the funding of Street Improvement projects, the City plans to issue Transportation Bond in the amount of \$2,000,000. The bond proceeds are used for the design and construction of the Ethan Allen Gateway Streetscape and Flower Ave Green Street projects. The principal and interest payments are to be repaid semi-annually each year based upon an interest rate of 2.78%. The incurred costs include \$6,916 fees and insurance and approximately \$34,865 cost of issuance. The final payment is due April 1, 2032.

The estimated annual installments for the repayment of the bonds as of July 1, 2017 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|-------------------|---------------------|
| 2018 | 96,500 | 42,993 | 139,493 |
| 2019 | 117,000 | 49,702 | 166,702 |
| 2020 | 119,500 | 47,304 | 166,804 |
| 2021 | 122,000 | 44,854 | 166,854 |
| 2022 | 124,500 | 42,354 | 166,854 |
| 2023-2032 | <u>1,420,500</u> | <u>246,997</u> | <u>1,667,497</u> |
| Total | <u>\$ 2,000,000</u> | <u>\$ 474,204</u> | <u>\$ 2,474,204</u> |

Debt Service

Library Bond 2018:

In the FY18 Budget, the City planned to issue a 30-year bond in the amount of \$7,000,000. The bond proceeds are used for the design and renovation of the Library Facility. The principal and interest payments are going to be repaid semi-annually each year based upon an interest rate of 3.61%. The bond setup costs include \$66,221 fees and insurance and approximately \$122,029 cost of issuance. The estimated final payment is due April 1, 2047.

The estimated annual installments for the repayment of the bonds as of July 1, 2017 are as follows:

| <u>Fiscal Years</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---------------------|---------------------|---------------------|---------------------|
| 2018 | 129,000 | 196,924 | 325,924 |
| 2019 | 158,000 | 234,162 | 392,162 |
| 2020 | 158,000 | 230,922 | 388,922 |
| 2021 | 163,500 | 247,684 | 411,184 |
| 2022 | 166,500 | 224,332 | 390,832 |
| 2023-2047 | <u>6,225,000</u> | <u>3,531,836</u> | <u>9,756,836</u> |
| Total | <u>\$ 7,000,000</u> | <u>\$ 4,665,860</u> | <u>\$11,665,860</u> |

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IN THIS SECTION:

- Fund Summary

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Stormwater Management Fund

Fund Overview:

The City is responsible for providing stormwater management services, including 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 their 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 FY18, the rate is Adopted to increase to \$92 per Equivalent Residential Unit (ERU).

Management Objectives:

- *Provide video inspection and cleaning of 25 percent of the stormwater system on an annual basis.*
- *Maintain list of known system defect, schedule repair as funding and need allow.*
- *Plan and implement additions to the stormwater system to enhance bio-retention and infiltration of stormwater to meet Best Management Practices required by the State and EPA.*
- *Continue programs to meet the NPDES permit requirements.*
- *Identify areas for impervious pavement reduction.*

Performance/Workload Measures:

| Measurement | Actual FY15 | Actual FY16 | Estimated FY17 | Projected FY18 |
|--|----------------|----------------|-------------------|-------------------|
| Number of stormwater permits issued | 2 | 6 | 4 | 3 |
| Number of stormwater concept plans reviewed | 5 | 2 | 5 | 5 |
| Number of waivers granted | 0 | 0 | 0 | 0 |
| Linear feet of pipe inspected | 10,919 | 4,887 | 10,000 | 10,000 |
| Linear feet of pipe cleaned | 200 | 786 | 1,000 | 1,000 |
| Linear feet of pipe replaced | 250 | 0 | 150 | 400 |
| Linear feet of new pipe | 300 | 874 | 500 | 500 |
| Number of inlets repaired | 12 | 13 | 10 | 10 |
| Number of new inlets constructed | 5 | 2 | 3 | 3 |
| Square feet of infiltration facilities constructed | 1,802 | 3,334 | 2,500 | 2,000 |

Stormwater Management Fund

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 1.15 | 1.15 | 1.15 |
| <i>FTEs without benefits</i> | - | - | |
| <i>Fund Total</i> | 1.15 | 1.15 | 1.15 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|--------------------------------|-------------------------|-------------------------|
| <i>City Engineer</i> | 0.50 | 0.50 |
| <i>Special Projects Coord.</i> | 0.40 | 0.40 |
| <i>Construction Manager</i> | 0.25 | 0.25 |
| <i>Fund Total FTEs</i> | 1.15 | 1.15 |

| <i>Fund Revenues</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|-------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Stormwater Management</i> | 421,613 | 420,000 | 423,878 | 701,200 |
| <i>National Fish & Wildlife</i> | - | 168,750 | 55,000 | 113,750 |
| <i>Fund Total</i> | 421,613 | 588,750 | 478,878 | 814,950 |

| <i>Fund Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|-------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Stormwater Management</i> | 504,020 | 511,750 | 524,800 | 695,900 |
| <i>National Fish & Wildlife</i> | - | 168,750 | 55,000 | 113,750 |
| <i>Fund Total</i> | 504,020 | 680,500 | 579,800 | 809,650 |

| <i>Fund Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 92,350 | 95,000 | 90,500 | 98,500 |
| <i>Fringe Benefits</i> | 37,322 | 34,700 | 39,500 | 42,800 |
| <i>Overtime</i> | 2,270 | 500 | 700 | 500 |
| <i>Workers Compensation</i> | 2,816 | 3,000 | 3,900 | 3,000 |
| <i>Personnel Subtotal</i> | 134,758 | 133,200 | 134,600 | 144,800 |
| <i>Supplies</i> | 111,069 | 133,000 | 131,500 | 149,000 |
| <i>Services and Charges</i> | 105,796 | 115,550 | 128,700 | 161,500 |
| <i>Capital Outlay</i> | 152,397 | 298,750 | 185,000 | 354,350 |
| <i>Fund Total</i> | 504,020 | 680,500 | 579,800 | 809,650 |

Stormwater Management Fund

Adopted to Estimated Actual FY17:

- *Expenditures are expected to be \$100,700 lower than budgeted.*
- *The variance is due to delay of the construction of the Flower Avenue Green Street project.*

FY18 Budget Highlights:

- *Fund expenditures are 129,150 higher – an increase of 19 percent – compared to budgeted expenditures for FY17.*
- *The budgetary increase is due to increased personnel costs and increases in the cost of planned repairs, contractual services and capital projects.*
- *Fund FTEs remain unchanged.*
- *Approximately 18 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of the Construction Manager.*
- *Supplies represent 18 percent of fund expenditures. Included are repairs for existing systems located at Cherry Ave and Colby Avenue, Hilltop Road and Mississippi Avenue and Willow Avenue and Valley View, as well as miscellaneous repairs.*
- *Services and charges represent about 20 percent of expenditures and include video inspection, pipe cleaning, water quality testing, and specialized engineering design services.*
- *Capital expenditures total about 43.7 percent of fund expenditures. Included in that amount is \$113,750 for the stormwater component of the Flower Avenue Green Street Project paid for through grant funds from the National Fish and Wildlife Federation. Additional projects include construction of a bioretention facility at Devonshire Road and Glaizewood Avenue, Grant Avenue and Holly Avenue, Tulip Avenue Phase 2 storm pipe installation and design development of the Takoma Branch Stream Restoration project.*



IN THIS SECTION:

- Project Descriptions

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Project Descriptions

General Government

Cable Equipment Grants **\$214,500**

Capital equipment grant funds are based on the City's franchise agreements with Comcast, RCN (formerly Starpower), and Verizon. The monies are earmarked for capital expenditures to support the City's access channel.

Bank Charges for Special Revenue Funds **\$450**

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

Housing and Community Development

CDBG - EduCare Support Services, Inc. **\$3,850**

Purchase of food for distribution to income eligible households through the Takoma Park Food Pantry. 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 (PY42).

Community Legacy - MHP Trail Development **\$50,000**

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

Safe Routes to School - Programming **\$66,192**

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

Project Descriptions

TKPK 5K Challenge

\$40,000

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

Recreation

CDBG – Village of Takoma Park

\$5,300

Provision of scholarships for pilot recreational program targeted to individuals with developmental disabilities. 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 (PY42).

Public Works

Flower Avenue Green Street Improvements

\$3,024,370

The Flower Avenue Green Street project is expected to begin construction in FY18 and continue into FY19. The total budget is estimated to be \$6,296,927. Funds for the project in FY18 coming from the Special Revenue Fund includes the following:

\$77,350 from 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 (PY42).

\$780,248 of the \$1,040,330 Transportation Alternatives Program (TAP) grant the City was awarded

\$200,000 from Montgomery County

\$1,966,772 from the Washington Suburban Sanitary Commission to reimburse the City for the portion of the project that will replace the water main as well as 50% of the mobilization, maintenance of traffic, and restoration costs for sidewalk impacted by the water house connections.

Project Descriptions

Maryland Bikeways Grant – Ethan Allen Gateway Streetscape

\$66,000

Construction and installation of bike lanes as part of the Ethan Allen Gateway Streetscape project. Funding provided by the MD Department of Transportation.

Safe Routes to School – Lincoln Avenue Sidewalk

\$578,300

Construction of a sidewalk on Lincoln Avenue between Ethan Avenue and Jackson Avenue. Funding awarded by the Maryland Highway Safety Program's Safe Route to School Program. The total construction cost is expected to be \$750,000; the remaining balance of the funding will come from the City through moneys allocated for new sidewalk in the Capital Improvement Program.

TAP - Ethan Allen Gateway Streetscape

\$1,255,500

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

Sligo Mill Overlook Park

\$125,000

The Project includes the installation of a playground at Sligo Mill Overlook Park. Funds for the project are provided by a Community Parks and Playgrounds grant in the amount of \$250,000 from the State of Maryland, Department of Natural Resources. Construction was started in FY17 and will be completed in FY18. Reimbursement of expenditure will take place in FY18.

MEA Smart Energy Communities Grant

\$43,924

The City received a grant from the Maryland Energy Administration in support of the City's efforts to reduce energy use. These funds will be used to retrofit lighting in various City facilities with LED fixtures.



IN THIS SECTION:

- Fund Summary 208



Speed Camera Fund

Fund Overview:

The Speed Camera Fund was established in fiscal year 2009 to account for financial transactions related to the City's safe speed program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's speed camera program went into effect on April 1, 2009.

Fund Summary:

| <i>Staffing Summary by Position Type (FTEs)</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|---|------------------------|-------------------------|-------------------------|
| <i>FTEs with benefits</i> | 3.00 | 3.00 | 3.00 |
| <i>FTEs without benefits</i> | - | - | - |
| <i>Fund Total</i> | 3.00 | 3.00 | 3.00 |

| <i>Position Title</i> | <i>Adopted FY17</i> | <i>Adopted FY18</i> |
|----------------------------------|-------------------------|-------------------------|
| <i>Police Sergeant</i> | 1 | 1 |
| <i>Police Officer</i> | 1 | 1 |
| <i>Photo Enforcement Analyst</i> | 1 | 1 |
| <i>Fund Total FTEs</i> | 3 | 3 |

Speed Camera Fund

| <i>Fund Revenues</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Speed Camera Fund</i> | 1,566,447 | 1,302,500 | 1,314,000 | 1,312,000 |
| <i>Fund Total</i> | 1,566,447 | 1,302,500 | 1,314,000 | 1,312,000 |

| <i>Fund Expenditures</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Speed Camera Fund</i> | 1,814,036 | 1,264,217 | 1,271,190 | 1,333,660 |
| <i>Fund Total</i> | 1,814,036 | 1,264,217 | 1,271,190 | 1,333,660 |

| <i>Fund Expenditures by TYPE</i> | <i>Actual FY16</i> | <i>Adopted FY17</i> | <i>Estimated FY17</i> | <i>Adopted FY18</i> |
|--------------------------------------|------------------------|-------------------------|---------------------------|-------------------------|
| <i>Wages</i> | 205,231 | 205,500 | 195,500 | 212,000 |
| <i>Fringe Benefits</i> | 139,260 | 140,737 | 140,500 | 146,700 |
| <i>Workers Compensation</i> | 24,845 | 28,000 | 30,500 | 30,000 |
| <i>Overtime</i> | 35,390 | 20,000 | 35,500 | 35,000 |
| <i>Clothing Allowance</i> | 2,748 | 3,480 | 3,240 | 4,200 |
| <i>Employee Recognition</i> | - | - | - | 2,590 |
| <i>Personnel Subtotal</i> | 407,474 | 397,717 | 405,240 | 430,490 |
| <i>Supplies</i> | 99 | - | 250 | 500 |
| <i>Services and Charges</i> | 727,426 | 786,700 | 787,700 | 787,700 |
| <i>Miscellaneous</i> | 11,462 | 40,000 | 40,000 | 25,070 |
| <i>Capital Outlay</i> | 667,575 | 39,800 | 38,000 | 89,900 |
| <i>Fund Total</i> | 1,814,036 | 1,264,217 | 1,271,190 | 1,333,660 |

Speed Camera Fund

Adopted to Estimated Actual FY17:

- *Fund expenditures are expected to be \$6,973 higher than projected.*
- *This variance is attributable to higher personnel costs*

FY18 Budget Highlights:

- *Fund expenditures are \$69,443 higher — an increase of 5.5 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs and capital expenditures.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 32.3 percent of fund expenditures.*
- *Services and charges represent about 59 percent of fund expenditures. This category includes the cost of the City's contract with Xerox State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Miscellaneous costs represent about two percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile video cameras, protective equipment.*
- *Capital Outlay expenditures are budgeted at \$89,900 and represent about 7 percent of fund expenditures.*



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| • Assessed Value of Real Property | 216 |
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| • Ordinances | 221 |



Community Profile

The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

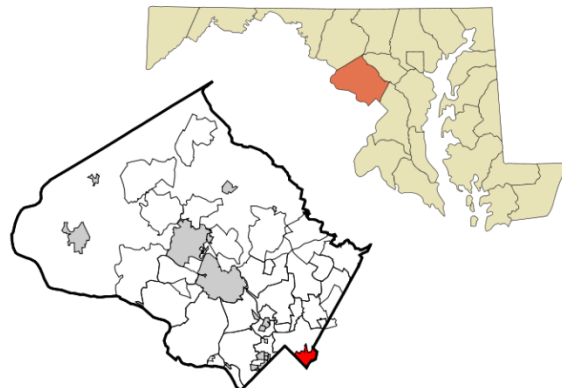
The City of Takoma Park was incorporated in 1890. It currently has a population of 16,715 (2010 U.S. Census).

City residents benefit from the excellent Montgomery County public school system. The Takoma Park-Silver Spring campus of Montgomery College and the four-year Washington Adventist University are located in Takoma Park.

Takoma Park has a large historic district, two major commercial districts, many parks, and attractive, walkable neighborhoods. The City is located along the Red Line of the region's Metrorail system and is well served by bus systems and bicycle trails. Offices, attractions, and entertainment are close by in adjacent Washington, D.C. and Silver Spring, Maryland. Baltimore and Annapolis are a short distance away via I-495 and I-95.

Because of its location and attractive environment, Takoma Park is a highly desirable place to live. Its economic health rests heavily on the value of its residential property. According to the American Community Survey (ACS) 2011-2015, the median value of an owner-occupied housing unit was \$486,300. Owner-occupied housing units comprise 52.6% of all housing units; renter-occupied units comprise 47.4%.

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



Community Profile

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

| | 1990 Census | 2000 Census | 2010 Census | 2015 ACS Data* |
|--|----------------|----------------|----------------|-------------------|
| Total population | 16,700 | 17,299 | 16,715 | 17,478 |
| Population under 5 years | 1,320 | 1,237 | 1,254 | 1,296 |
| Population 18 years and over | 13,179 | 13,224 | 12,966 | 13,465 |
| Population 65 years and over | 1,773 | 1,529 | 1,668 | 1,833 |
| Total households | 6,822 | 6,893 | 6,569 | 6,524 |
| Per capita income | 17,942 | 26,437 | - | 42,821 |
| Median household income | 37,144 | 48,490 | - | 82,735 |
| High school graduate or higher | 10,041 | 9,933 | - | 12,092 |
| White | 9,200 | 8,440 | 8,192 | 8,885 |
| Black or African-American | 6,013 | 5,876 | 5,843 | 5,741 |
| American Indian and Alaska Native | 61 | 76 | 45 | 21 |
| Asian, Native Hawaiian, Pacific Islander | 717 | 760 | 740 | 868 |
| Some Other Race | 709 | 1,287 | 1,091 | 1,253 |
| Two or More Races | n/a | 860 | 804 | 710 |
| Hispanic or Latino (of any race) | 1,619 | 2,494 | 2,417 | 2,436 |
| Foreign born | 3,549 | 4,917 | - | 5,288 |
| Speak a language other than English at home | 3,113 | 5,034 | - | 5,198 |

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 | 58.3 percent* |
| Sales and office occupations | 16.1 percent* |
| Service occupations | 14.1 percent* |
| Construction, extraction, maintenance | 6.1 percent* |
| Production, transportation, material moving | 5.5 percent* |

* Data is from the American Community Survey, 2011-2015, and has a greater margin of error than Census data.

General Fund Revenues

-Supplemental Information

Real Property Tax

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

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The tax rate for FY18 is \$0.5348 per \$100 of assessed valuation. It is lower than the CYT rate of \$0.5358 and decreases property tax revenues by \$22,397.

Personal Property Tax

The City of Takoma Park's personal property tax rate for FY18 is \$1.55 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses.

Railroad and Public Utilities

Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO. The tax rate for FY18 is \$1.57 per \$100 of assessed value.

Highway User Revenue

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

Income Tax

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

General Fund Revenues

-Supplemental Information

Police Protection Grant

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

County Police Rebate

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

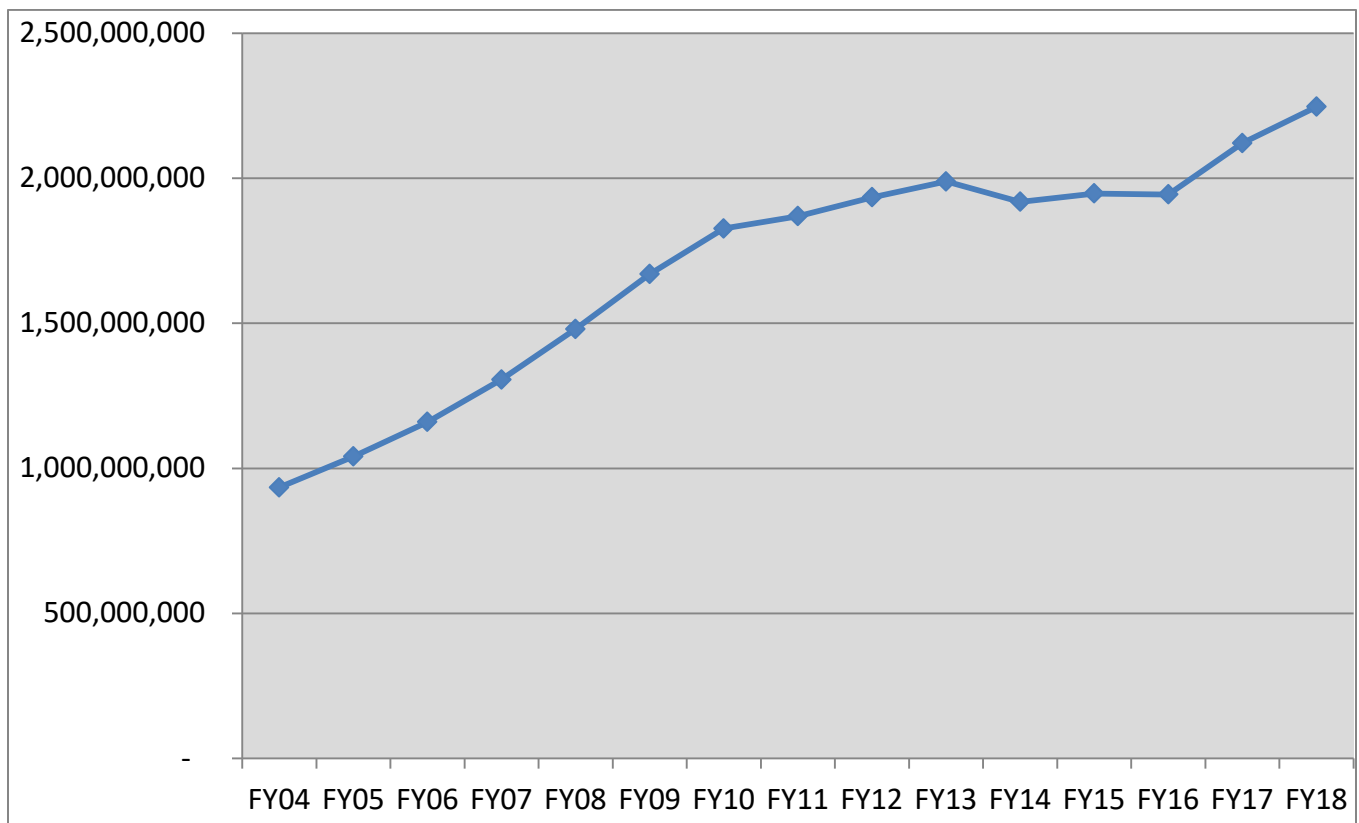
Tax Duplication (or in Lieu of) Payments

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

Library Aid

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

Assessed Value of Real Property



Glossary

Accrual Basis of Accounting – The accounting method under which transactions are recognized when they occur, regardless of the timing of the related cash flows.

Appropriation – An act of the City Council authorizing and permitting the City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Assessed Valuation – The current market value of a residence or real estate as appraised by the Department of Assessments and Taxation for levying property tax purposes.

Assigned Fund Balance – Portion of fund resources that is constrained by the City's intent to be used for specific purposes but is neither restricted nor committed. This type of fund balance does not require formal action.

Balanced Budget – A budget in which the current revenues equal to current expenditures provided that the total unassigned fund should maintain sufficient operating funds.

Budget – A financial plan for a fiscal year's operation comprised of an estimate of proposed expenditures and anticipated revenues to fund the City services in accordance with adopted policy.

Budget Amendment – A necessary revision made to the appropriation ordinance during the fiscal year to reflect encumbered amounts and adjustments to revenues and expenditures.

Capital Budget – Project appropriations annually adopted by the Council for the necessary funds to carry out the capital expenditures for the capital projects which include multi-year plans.

Capital Expenditure – Expenditures incurred within a capital project contained in the City's CIP.

Capital Improvements Program (CIP) – An annually updated five-year plan of large project expenditures such as equipment replacement, park development, infrastructure improvements, and facility improvements with estimated project costs, detail, and funding source.

Capital Outlays – Expenditures as a result of purchasing or extending the useful life of a fixed asset. Any purchased item with an expected useful life of three or more years and a value of more than \$5,000 such as equipment, a vehicle, or furniture is considered a capital outlay.

Capital Project – A lengthy project involving significant expenditures and funding for the maintenance and improvement of a City asset, often a public facility or infrastructure.

Committed Fund Balance – Amounts that can be used only for specific purposes determined by City Council, the City's highest level of decision-making authority, and can only be changed by a formal action by City Council Ordinance.

Glossary

Comprehensive Annual Financial Report (CAFR) – An official government annual report comprising of the financial statements that comply with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).

Debt Issuance – A financial obligation, sale or issuance of any type of debt instrument, such as bonds.

Debt Service – The payment of interest and repayment of principal on the City's outstanding debt obligations. These obligations are a result of long or short-term borrowing or lease financing.

Deficit – The amount of budgeted expenditures or liabilities exceed the amount of budgeted revenues or assets in a fiscal year.

Department – Major unit in the City organization responsible for a functional area.

Division – Sub-unit of the City within a department responsible for a more specific functional area.

Expenditures – This term represents the issuance of checks, electronic fund transfers, or cash disbursement to pay for purchases or liquidate an obligation.

Expense – This term describes the outflow of assets or the incurring of liabilities during a period as a result of rendering services or carrying out other operating activities.

Financial Policy – The City's policies in respect to revenues, spending, and debt management as a guideline

of how the City should operate and manage its services, programs, and capital investments. The policy provides a coherent set of principles for the planning and funding of the City's budget.

Fiscal Year (FY) – A twelve month accounting and budgeting period without regard to the calendar year. The City's fiscal year begins on July 1st of each year and ends on June 30th of the following year. It is designated by the calendar year in which it ends. For instance, fiscal year 2018 or FY18 begins on July 1st, 2017 and ends on June 30th, 2018.

Fixed Assets – Assets purchased or acquired for the purpose of a long-term use and not easily or quickly liquidated such as buildings, machinery, equipment, and furniture.

Full-Time Equivalent (FTE) – The number of employees needed to work the total numbers of hours worked in a week (40 hours) or a year (2,080 hours), in order to standardize employment numbers. For example, three employees who work a total of 4,160 hours would be equal to two FTEs.

Fund – An individual fiscal entity with revenues and expenses separated by different purposes with special restrictions or limitations. For example, the City has General Fund, Stormwater Management Fund, and Special Revenue Fund for the use of different purposes.

Fund Balance – The difference between assets and liabilities over the life of a fund.

Glossary

General Fund – The primary operating fund for all of the City’s financial resources for day-to-day activities excluding those that are required to be accounted for in another fund or with special restrictions.

Generally Accepted Accounting Principles (GAAP) – A common set of financial standards established by Financial Accounting Standards Board (FASB) that entities must follow when recording and reporting financial information as promulgated by various accounting standard setting bodies.

Governmental Accounting Standards Board (GASB) – An independent organization that establishes and improves the standards of accounting and reporting for US state and local governments.

Government Finance Officers Association (GFOA) – An organization that advocates for excellence of leadership in state and local government financial management by providing best practice guidance, consultation, recognition programs, research, and networking and training opportunities.

Grant – County, State, or Federal financial assistance funding in cash or in kind for a particular program.

Intergovernmental Revenues – The revenues obtain from other governments in form of grants, shared revenues, or payments in lieu of duplicated taxes.

Liability – A state of being responsible for debt or other financial obligations that must be liquidated, honored, or settled at a future date.

Modified Accrual Basis of Accounting – An accounting method under which revenues are recognized in the period they become available and measureable, and expenditures are recognized in the period the liabilities are incurred.

Non-Departmental Expenditures – Operating expenditures that are not directly attributable to a specific department but rather are the costs to the City as a whole such as various insurance liabilities, employee training, cultural programming, and contingency monies.

Non-Spendable Fund Balance – Funds that cannot be spent either because they are in a non-spendable form or they are required to be maintained intact for example, prepaid expenses or the inventory of trash bins for sale.

Objective – A desired accomplishment which can be measured and achieved within a given period of time. The achievement of the objective assists the City to reach its goals.

Operating Expenditures – Costs other than expenditures for personnel and capital outlays that the City incurs during day-to-day operation such as office supplies, travel expenses, and utility expenses.

Operating Transfers – Monetary transactions from one operating fund to another.

Glossary

Ordinance – A formal legislative decree adopted by vote of the City Council to enact, amend, or repeal City law or to set tax rates, approve or amend the City budget, authorize appropriation of funds and award of contracts over a certain amount, and authorized borrowing by the City.

Pay-As-You-Go – A method of financing for capital expenditures through a contribution from the current operating fund.

Resolution – A written motion adopted by vote of the City Council to set direction or policy, express the sense of the Council on an issue, approve memorandums of understanding or agreements, making appointments, and for certain ceremonial purposes. Adoption, amendment, or repeal of the City Charter and annexation of property are substantive resolutions that have the force and effect of law.

Restricted Fund Balance – Funds that can only be spent for specific purposes due to restrictions imposed by grantors, laws or regulations of other governments, or imposed by the City Charter, City Code, or other enabling legislation.

Revenue – Income that the City received or collected through tax payments, services provided, fines, forfeitures, shared revenues, interest income, or receipts from other governments.

Special Revenue Fund – A fund used to account for specific revenue sources and expenditures that are legally restricted to certain projects or programs, usually involving grants.

Speed Camera Fund – A fund used to account for proceeds from the City's Speed Camera citations and restricted for uses related to public safety and the safe speed program.

Stormwater Management – A means of controlling the quantity and quality of stormwater run-off. The City is responsible for managing the construction, maintenance, and repair of storm drains, inlets, and ditches to ensure compliance with state and federal requirements for erosion and pollution control.

Stormwater Management Fund – A fund that accounts for revenue and expenditure activity related to stormwater management including costs of projects and personnel.

Tax Duplication – A state of affairs where both the County and City levy taxes on the taxpayers for services that only the City provides.

Unassigned Fund Balance – Net resources in the General Fund in-excess of the non-spendable, restricted, committed, and assigned fund balance.

Introduced by: Councilmember Seamens

First Reading: May 10, 2017

Second Reading: May 17, 2017

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2017-19**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2018, BEGINNING JULY 1, 2017
AND ENDING JUNE 30, 2018**

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 2018 will be under the constant yield tax rate of \$0.5358; and

WHEREAS, budget public hearings were held on April 12, 2017 and April 26, 2017.

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, 2017 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 | \$0.5348 per \$100 of assessed valuation |
| Personal Property | \$1.55 per \$100 of assessed valuation |
| Railroad and Public Utilities | \$1.57 per \$100 of assessed valuation |

SECTION 2. This Ordinance shall be effective July 1, 2017.

Adopted this 17th day of May, 2017, by roll-call vote as follows:

| | |
|----------|---|
| AYES: | Kovar, Male, Qureshi, Seamens, Smith, Schultz |
| NAYS: | Stewart |
| ABSTAIN: | None |
| ABSENT: | None |

Introduced by: Councilmember Schultz

First Reading: May 10, 2017

Second Reading: May 17, 2017

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2017-20**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT BUDGET FOR FISCAL
YEAR 2018, BEGINNING JULY 1, 2017
AND ENDING JUNE 30, 2018**

WHEREAS, Section 1101 of the Charter of the City of Takoma Park designates the City Council as the Stormwater Management Board for Takoma Park with all of the powers associated therewith; and,

WHEREAS, Section 21-625 of the Local Government Article of the Annotated Code of Maryland authorizes the adoption of a stormwater management utility fee system or user charges for stormwater management programs by the City; and

WHEREAS, Section 1106 of the Charter of the City of Takoma Park empowers the Stormwater Management Board to charge and to collect stormwater utility fees and user charges to pay for stormwater management activities in the City; and,

WHEREAS, the Stormwater Management Board desires to maintain a Stormwater Management Fund for the collection and payment of revenues and expenditures as it deems necessary to provide for the construction, maintenance, operations, and repair of the stormwater management system in the City.

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

SECTION 1. For Fiscal Year 2018, 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 \$92.00.

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, 2017 and ending June 30, 2018. Said budget provides for an appropriation in the amount of \$809,650 for stormwater management activities.

SECTION 4. Stormwater management projects that are declared to be of an emergency nature as defined by the City Council in accordance with the Charter of the City of Takoma Park may be funded through the Emergency Reserve or other monies as designated by the City Council.

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

SECTION 6. This Ordinance shall be effective July 1, 2017.

Adopted by roll-call vote this 17th day of May, 2017 as follows:

| | |
|----------|---|
| AYES: | Stewart, Qureshi, Seamens, Smith, Schultz |
| NAYS: | Kovar, Male |
| ABSENT: | None |
| ABSTAIN: | None |

Introduced by: Councilmember Seamens

First Reading: May 10, 2017

Second Reading: May 17, 2017

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2017-21**

AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2018, BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018

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 2018 to the City Council for its review and consideration; and

WHEREAS, the Charter of the City of Takoma Park requires the conduct of at least one public hearing prior to adoption of the budget; and

WHEREAS, the City Council held said hearing and received public comment on the City Manager's recommended budget on April 12, 2017 and April 26, 2017; and

WHEREAS, in the interest of obtaining additional public comment following its deliberations on the City Manager's recommended budget, the City Council held a second public hearing on April 26, 2017; 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 2018.

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, 2017 and ending June 30, 2018.

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

| Fund | Fiscal Year 2018 Appropriation |
|-----------------------|---------------------------------------|
| General Fund | \$ 32,429,987 |
| Special Revenue Funds | 5,473,386 |
| Speed Camera Fund | 1,333,660 |
| GRAND TOTAL | \$ 39,237,033 |

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

| Operating Transfer From | To | Amount of Transfer |
|-------------------------|-----------------------|--------------------|
| General Fund | Special Revenue Funds | \$450 |

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

| Fund | Fiscal Year 2018 Appropriation |
|----------------------|--------------------------------|
| Special Revenue Fund | \$ 83,424 |
| Speed Camera Fund | \$ 21,660 |

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$122,250 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2018 through Fiscal Year 2022 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 7. The City Council hereby authorizes the transfer of \$720,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 8. The City Council hereby authorizes the transfer of \$300,000 from the General Fund unreserved fund balance to the Housing Reserve.

SECTION 9. The City Council hereby authorizes the transfer of \$250,000 from the General Fund unreserved fund balance to the Facility Maintenance Reserve.

SECTION 10. 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 2018 by Ordinance No. 2017-20.

SECTION 11. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 12. This Ordinance shall be effective July 1, 2017.

Adopted this 17th day of May, 2017 by roll-call vote as follows:

AYES: Stewart, Kovar, Male, Qureshi, Seamens, Smith, Schultz
 NAYS: None
 ABSTAIN: None
 ABSENT: None

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