



# **FY 2020**

## **ADOPTED BUDGET**

### **ADOPTED BUDGET**

Fiscal Year 2020  
July 1, 2019 - June 30, 2020

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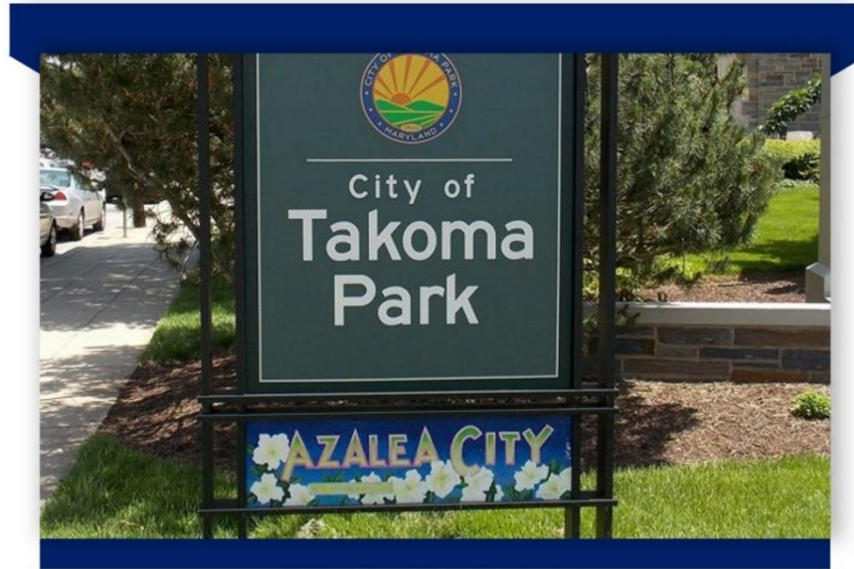
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# City of Takoma Park



Welcome to the City of Takoma Park

## Introduction to the Budget Document

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# City of Takoma Park

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To the Residents of Takoma Park,

The Takoma Park City Council is pleased to present the adopted Fiscal Year 2020 budget. This budget is the planning document that demonstrates how the Council has decided to allocate resources to achieve the priorities it has set for the City.

Preparation of the budget is a joint effort of the Council and the City Manager and her staff. The City Manager first works with staff to develop a recommended budget, which is submitted to the City Council. The Council then considers and discusses the budget through a series of work sessions, listens to public opinion through hearings and written comments, and adopts the final budget that includes revenues and expenditures it believes is appropriate to meet the City's needs. The City's main source of revenue is property taxes, and the City Council sets the property tax rate. Other sources of revenue include intergovernmental payments, a portion of State-collected income taxes, utility fees, charges for services, and fines and forfeitures.

The Adopted Budget 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 53.97 per \$100 of assessed value. This is higher than last year's rate of 52.91 cents and is above the constant yield tax rate of 52.60. The set rate of 53.97 reflects constant yield, which is the tax rate that would provide the same revenue as last fiscal year, plus the Employment Cost Index (ECI). The ECI is published by the Bureau of Labor Statics and shows the compensation cost for state and local government workers including health care benefits.

The foundation for the current Council's budget discussions initially began in January when the Council, entering the second year of a three-year term, began developing its 2019-20 Priorities. The Priorities, adopted in March 2019, established a framework for the Council as it discussed the budget and tax rate.

We believe the budget advances the following Adopted Priorities of the City Council:

- A Livable Community for All
- Fiscally Sustainable Government

- Environmentally Sustainable Community
- Engaged, Responsive & Service-oriented Government
- Community Development for an Improved and Equitable Quality of Life

All of us on the Council understand that while we are setting the budget for the City, individuals and families are doing the same for their own households. Therefore, it was central to our discussions to ensure fiscal responsibility while delivering on the services residents rely on and have come to expect, and at the same time address the needs and priorities for the future. This year we have set aside additional money for tax rebates for those in need in our community. We will be deciding on the criteria for these rebates, likely in the fall.

This year we continue to finance major capital projects including Library reconstruction design and the Flower Avenue Green Street project. The Council also added an additional \$210,000 to the Housing Reserve Fund to address the affordable housing needs in our community. We look forward to adopting and implementing recommendations from the Housing and Economic Development Strategic Plan during this budget cycle so that we can better focus our efforts in these areas.

We remain vigilant about possible changes to the Washington Adventist Hospital property as the hospital moves out of the City, and plan to be engaged with the property's new owners and involved in decision making about the property moving forward. We continue to monitor progress on the Takoma Junction project as our development partners navigate the County's planning processes. And we are very excited about the new possibilities for the Recreation Center property on New Hampshire Avenue.

We believe the Fiscal Year 2020 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. Moving forward, we will continue to discuss and hone the budget development process, including having more budget work sessions throughout the fiscal year. We will continue to think of new ways to engage all residents in discussions about the Council's priorities and the budget. And we will continue to identify projects and other types of work where it makes sense to keep track of staff time and resources dedicated to such work so that we can learn from the information and use it to inform decision-making.



-The Takoma Park City Council



## : 2020 - CITY SERVICES **YOUR DOLLARS AT WORK**

If you live in Takoma Park and pay taxes, you have probably asked yourself, “what do my taxes pay for?” The City provides a vast array of services and programs that help make our community a better and safer place for everyone.

**Below is a list of just some of the key ways that we put your tax dollars to work.**

- **Full service Police Department**, including crossing guards and neighborhood service/code enforcement (development and control of local environmental and sustainability laws which requires education and enforcement: Safe Grow, plastic bag ban, polystyrene ban, tree ordinance)
- **Public Works** services, including:
  - sidewalk repair and installation, road repair and resurfacing, traffic calming
  - tree and canopy protection, tree maintenance
  - trash collection, recycling, food waste collection, leaf collection/mulch, electronics recycling
  - stormwater and erosion control
  - right-of-way maintenance, landscaping/gardens
  - maintenance of City facilities
  - electronic recycling drop off
  - civil engineering services
  - construction project management
  - snow removal
- **Sustainability/energy efficiency programs**
- **Rent stabilization and other affordable housing initiatives** such as a down payment assistance program
- **Tenant services and advocacy** (City contracts with County for code enforcement of multi-family buildings; City provides direct assistance to tenants to create Tenant Associations and work with tenants to address/resolve issues between tenants and landlords/management companies)
- **Parking management** and enforcement
- **Recreation programs and services**, including sports leagues and summer camps; scholarships for low-income residents and seniors, funding free summer camp and summer jobs program for teens
- **Library** with extensive collections of print and digital resources for all ages, associated programs for children and adults (early literacy, reading readiness for ESL parents, book discussion groups, Spanish and French language programs, MOOC discussion groups, Caldecott Club, Comics Jam, regular visits from renowned authors and illustrators), and public access computers with dedicated staff
- **Advancing racial equity**



## 2020 - CITY SERVICES **YOUR DOLLARS AT WORK**

Below is a list of just some of the key ways that we put your tax dollars to work.

- **Childcare programs** (for before and after school)
- **Maintenance of City parks, pavilions and athletic fields**
- **Library** with extensive collections of print and digital resources for all ages, associated programs for children and adults (early literacy, reading readiness for ESL parents, book discussion groups, Spanish and French language programs, MOOC discussion groups, Caldecott Club, Comics Jam, regular visits from renowned authors and illustrators), and public access computers with dedicated staff
- **City festivals, parades and events** (Celebrate Takoma, Monster Bash, Egg Hunt, Independence Day, etc.)
- **Community grants and partnership programs** to provide funds for area service providers to address issues like food scarcity, youth success (summer lunch and learn program; mentorship), and recreation
- **Public Arts and Humanities programs**
- **Communications/City TV – online and cable programs and broadcasting**, City Newsletter, maintenance of website, social media
- **Legislative advocacy** at county and state levels
- **Administering local elections** which have extended voting rights to 16 and 17 year olds and non-citizens inspiring policy changes in other cities
- **Support for resident boards and commissions**
- **Support for local business associations** to promote amenities in the City
- **Internal services:** Information Technology (which also supports outward facing technology like computer labs), Human Resources, Finance, Legal, etc.
- **Emergency funds** to help residents who may need help one time to pay rent, buy food etc.; also have a Tree Fund for assistance to help residents who need to remove a dangerous tree but cannot afford it (we also provide assistance for those who qualify to reduce their property taxes)
- **Meeting rooms and other public space**, including computer labs, media center, arts room, dance room, senior room, teen lounge, and game room
- **Passport services**
- **Notary services**



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## 2020 - CITY COUNCIL PRIORITIES



### 1. A Livable Community For All

- Ensure we have a range of safe, quality, and stable housing options that are affordable for residents of varying incomes and all races and ethnicities.
- Identify programming needs in the community and develop approaches to meet those needs, emphasizing youth, families, seniors, and our more vulnerable residents, such as those with lower incomes, immigrants, and people with developmental disabilities.
- Defend status as a Sanctuary City and continue to be a welcoming and inclusive community for all residents.
- Improve transportation planning and outreach to create a safer and more racially equitable community for all residents, including pedestrians, bicyclists, and vehicle occupants.
- Further efforts related to racial equity.

### 2. Fiscally Sustainable Government

- Increase funding from County and State to address tax duplication and other City needs.
- Minimize adverse impacts of changes to the federal tax system.
- Adopt sustainable investment and banking policy and practices.

### 3. Environmentally Sustainable Community

- Prioritize actions, policies, innovations, and new opportunities that mitigate and adapt to the causes and effects of climate change.
- Protect, plan for, and improve Takoma Park's natural resources including urban forest health and water quality, and continue to be a leader in community sustainability programs and policies.

### 4. Engaged, Responsive, Service-oriented Government

- Improve policies and processes related to the tree ordinance; traffic calming; sidewalk requests, repair and maintenance; and residential/commercial boundary conflicts.
- Improve and formalize systems for Council-appointed committees and external committees on which Councilmembers serve (e.g. MWCOC).
- Identify policing priorities and explore options for enhanced police/community relations.
- Explore alternative approaches to enhance public engagement and two-way communication.

### 5. Community Development for an Improved & Equitable Quality of Life

- Plan and prepare for development in the City and region while maintaining the special character and diversity of Takoma Park.
- Redevelopment of Takoma Park Recreation Center.



# City Council Priorities

## 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.

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.

### **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 Programming Needs**

**Goal:** Identify programming needs in the community and develop approaches to meet those needs, emphasizing youth, families, seniors, and our more vulnerable residents, such as those with lower incomes, immigrants, and people with developmental disabilities.

# City Council Priorities

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## Strategy:

- Utilize resident survey, staff and committee reports, and other sources to determine where there may be existing gaps in program offerings; develop programs to close gaps.

**Desired outcome:** Expanded or improved programming tailored to residents who need them the most or who are accessing them the least.

## Ensure Stable Housing Options

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

## Strategy:

- Finalize Strategic Plan related to housing affordability and economic development and begin work on strategies to address housing and economic development challenges and opportunities; finalize implementation plans.
- As part of work on Strategic Plan, develop and implement plan of action for Housing Reserve Fund, including request for contributions from the County and State.
- Develop incentives and possible new enforcement and other measures for landlords to improve living conditions for tenants. Explore needs and potential programs for residents who live in condominiums.
- Facilitate improved communication among City, landlords, and tenants; build on existing outreach and tenant education efforts and capacity building efforts.

**Desired outcome:** Meet the current and future housing needs of the community to ensure affordable housing options for residents of varying incomes levels and of all races and ethnicities. Improved living conditions for renters.

## Defend Sanctuary Status

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

## Strategy:

- Continue advocacy efforts on behalf of immigrants, including connecting those in need of assistance to appropriate area organizations.

**Desired outcome:** Remain a strong Sanctuary City.



## **Improve Transportation Planning**

**Goal:** Improve transportation planning and outreach to create a safer and more racially equitable community for all residents, including pedestrians, bicyclists, and vehicle occupants.

**Strategy:**

- Explore adopting a Vision Zero initiative; begin to examine potential components such as education/outreach, policy changes, and infrastructure improvements.

**Desired Outcome:** Improved traffic safety resulting in eliminating serious vehicle, pedestrian, and bike collisions; improved comprehensive transportation planning throughout the City with a data-driven approach that takes into consideration impacts throughout the City; racially equitable transportation system and outcomes.

## **Racial Equity**

**Goal:** Further efforts related to racial equity.

**Strategy:**

- Develop strategy to address racial equity issues, including how we organize, institutionalize, and operationalize the racial equity framework; explore possible task force on racial equity.
- Continue to provide racial equity training to members of Council-appointed committees and other residents; seek grant funding for training.
- Conduct racial equity survey among City staff members.

**Desired outcome:** Progress toward a more racially equitable community and government.

## **Major Projects, Initiatives, and Ongoing Activities**

- Advocacy for City residents with respect to MCPS site-selection and Piney Branch facility study and pool.
- Sidewalks – retrofit existing sidewalks to meet ADA requirements; sidewalk design improvements.
- Public Land and Open Space Management Plan – development of plan and implementation of agreed upon recommendations.
- Cultural Plan – implementation of recommendations in approved 2018 Plan.

# City Council Priorities

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## 2) Fiscally Sustainable Government

### Increase Funding from Montgomery County and State

**Goal:** Increase funding from Montgomery County and State to address tax duplication and other City needs.

**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.
- Acquire grant funding to help offset costs for library renovations.

**Desired outcome:** Increased funding from County and State to address tax duplication and other City needs.

### Address Changes to Federal Tax System

**Goal:** Minimize adverse impacts of changes to the federal tax system.

**Strategy:**

- Assess implications of changes to federal tax system and consider tactics to help mitigate adverse impacts; consult with State and County elected officials about potential steps to help achieve this goal.

**Desired outcome:** Minimize adverse impacts of changes to the federal tax system.

### Sustainable Investment and Banking Policy

**Goal:** Adopt sustainable investment and banking policy and practices.

**Strategy:**

- Identify and work with consultant to determine tolerance levels and next steps in adopting sustainable investment and banking policies and practices, taking into account the concerns raised by the Nuclear Free Committee about SunTrust Bank.

**Desired outcome:** Work to align the City's banking and investments with values of social responsibility.

## Major Projects, Initiatives, and Ongoing Activities

- Modify budget document in accordance with GFOA standards of excellence in communicating about budget process.

### 3) Environmentally Sustainable Community

#### Lead in Community Programs/Policies for Sustainability

**Goal:** Prioritize actions, policies, innovations, and new opportunities that mitigate *and adapt to* the causes and effects of climate change.

**Strategy:**

- Accelerate program and policy efforts for more efficient energy use, with priority on largest contributing factors, such as residential and commercial buildings, and where the largest gains can be made with City action.
- Increase use of renewable energy (especially solar) throughout the City; offer bulk buy of solar and/or wind power to residents; consider incentives for multifamily buildings and new buildings; continue efforts related to electric vehicle use.
- Consider draft Strategic Plan related to housing and economic development and adopt strategies to promote and ensure sustainable development.
- Consider ways to address increased stormwater in the City and its impacts, particularly stormwater on private properties.

**Desired outcome:** Improved energy efficiency City-wide; increasingly sustainable City operations and building; increased use of renewables and offsets.

#### Tree Canopy Preservation

**Goal:** Protect, plan for, and improve Takoma Park's natural resources including urban forest health and water quality, and continue to be a leader in community sustainability programs and policies.

**Strategy:**

- Establish tree canopy goals and support the maintenance and growth of the urban forest through programs and education; identify opportunities for tree retention, maintenance and growth.
- Review tree ordinance with tree canopy goals to ensure changes to the tree ordinance advance and do not adversely impact tree canopy goals.

# City Council Priorities

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

## Major Projects, Initiatives, and Ongoing Activities

- Enforcement, education, and outreach related to City codes – polystyrene ban; Safe Grow; multifamily and business recycling; plastic bag ban; snow clearing.
- Update Sustainable Energy Action Plan for more accelerated actions and continue plan implementation
- Flower Avenue Green Street.
- Implement additional Sustainable Maryland Certified goals.
- Continue to implement Council authorized Smart Energy Community Goals for energy reduction and green power.
- Implement stormwater management projects to meet State and Federal mandates for 2017 and 2025
- Review stormwater management fee structure; review Equivalent Residential Unit (ERU) calculation based on impervious surface; consider incentives for stormwater improvements on 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, including considering options for greater civilian input in policing policies.

**Desired outcome:** Improve relationships between the police department and community measured by resident survey responses and through other means.

#### 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 to enhance coordination among police departments.



### Improve Communications With Residents

**Goal:** Explore alternative approaches to enhance public engagement and two-way 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; increase in non-English communications.
- Consider new ways, in City Council meetings and in other settings, of engaging in two-way communication with residents, especially those who are traditionally less likely to participate in governmental affairs, as well as policymakers in Rockville, Annapolis, Washington DC, and Prince George's County; develop outreach on City programs including property tax assistance and others.

**Desired outcome:** Information about issues and programs more easily accessible for all residents.

**Strategy:**

- Improve notification and communication systems for utility and other work in the right-of-way, including work by City contractors and staff, and explore, at the local level and with State and County officials, development of accountability measures to address deficient notification and to strengthen monitoring of utility and contractor work.

**Desired outcome:** Better communication with residents about utility and other work that may impact them.

### Improve Tree Ordinance and Utility Policies and Processes

**Goal:** Improve policies and processes related to the tree ordinance; traffic calming; sidewalk requests, repair and maintenance; and residential/commercial boundary conflicts.

**Strategy:**

- Review existing tree ordinance, and develop and implement improvements.

**Desired outcome:** More user-friendly and easy to understand tree ordinance.

**Strategy:**

- Consider existing traffic calming policies and processes, develop and implement recommendations for improvements.

# City Council Priorities

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**Desired outcome:** Improved and more equitable policy and processes related to traffic calming.

**Strategy:**

- Consider existing policies and processes related to sidewalk requests, repair, and maintenance, develop and implement recommendations for improvements.

**Desired outcome:** Improved and more equitable policy and processes related to sidewalk requests, maintenance and repair.

**Strategy:**

- Consider existing issues and code enforcement strategies related to the intersection of commercial and residential areas; develop and implement recommendations for improvements.

**Desired outcome:** Improved policy and processes related to residential/commercial boundary conflicts.

**Goal:** Improve and formalize systems for Council-appointed committees and external committees on which Councilmembers serve (e.g. MWCOG).

**Strategy:**

- Review existing structure, appointment processes, and practices for Council-appointed committees, and make changes to increase efficiency and effectiveness and attract new members; explore innovative ways to engage residents who tend to be harder to reach.

**Desired outcome:** Diverse, engaged, productive, and rewarding committee membership.

**Strategy:**

- Develop a formal plan and procedures for how Council works with and represents the City on outside committees and communicates back to the full Council.

**Desired outcome:** Better understanding of individual Councilmember's roles; improved communication amongst Council.

## Major Projects, Initiatives, and Ongoing Activities

- Continue to implement changes within the Police Department consistent with Council's July 2017 resolution.
- Police Department renovation – finalize design and begin construction.
- Continue to serve as liaison between utility companies and community to improve communication and understand of project impacts.
- Planning for moving City elections to coincide with state and federal elections.

## 5) Community Development for an Improved & Equitable Quality of Life

### Plan and Prepare for Development

**Goal:** Plan and prepare for development in the City and region while maintaining the special character and diversity of Takoma Park.

**Strategy:**

- Consider draft Strategic Plan related to housing and economic development and adopt strategies to address housing and economic development challenges and opportunities; develop implementation plans.

**Desired outcome:** Implementation plans developed and adopted to plan and prepare for development and maintain the special character and diversity of Takoma Park.

**Strategy:**

- Optimize and improve coordination with the Takoma/Langley Crossroads Development Authority and the Old Town Business Association to bolster their work in promoting thriving businesses and commercial districts.
- Provide direct outreach and support for local businesses, including those that are not members of local business associations.

**Desired outcome:** Improved coordination with business associations in order to help make them more effective; thriving local businesses.

**Goal:** Redevelopment of Takoma Park Recreation Center

**Strategy:**

- Develop a shared vision for the Recreation Center using an evidence-based approach; improve community engagement around the City's recreational needs and the future Recreation Center; facilitate the City's ownership and design of the future Recreation Center.

**Desired outcome:** Leverage both public and private stakeholders to accomplish the goal of developing the Recreation Center that meets the City's need for recreation services and affordable housing.

# City Council Priorities

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## Major Projects, Initiatives, and Ongoing Activities

- Takoma Junction redevelopment.
- Purple Line preparation.
- John Nevins Andrews School – advocate for appropriate reuse of property.
- Washington-McLaughlin property.
- Library renovation and expansion, including ADA improvements.
- Economic development along New Hampshire Avenue.
- Contracts for economic development services in Old Takoma and Takoma Langley Crossroads business districts.
- Washington Adventist Hospital – advocate for campus that continues to meet the needs of the community.
- Montgomery College construction projects, including new Math and Science Building.





# City of Takoma Park

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April 1, 2019

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 2020 (FY 20). The City's annual budget determines the manner in which services are delivered to the community and demonstrates how resources are planned to be used to achieve the priorities of the City Council. Consideration and adoption of the budget is one of the most important actions that the City Council takes each year.

In preparing this Recommended Budget, I am pleased to once again benefit from the strong leadership of the Takoma Park City Council in setting its priorities and communicating its expectations for the coming year. The proposed budget has been crafted to implement the Council's Priorities, adopted March 2019:

- A Livable Community for All
- Fiscally Sustainable Government
- Environmentally Sustainable Community
- Engaged, Responsive and Service-oriented Government
- Community Development for an Improved and Equitable Quality of Life.

For years, we have been preparing for the work that is before us, and, oh my, it is before us now! We have work on multiple fronts – the Purple Line is coming, Washington Adventist Hospital is leaving, the Flower Avenue Green Street will break ground shortly, our schools are bursting at the seams, and we are directly experiencing the impacts of climate change. There is also much work before us related to the Recreation Center on New Hampshire Avenue, Library expansion and renovation, the Takoma Junction development, and implementation of the Housing and Economic Development Strategic Plan.

In planning to address and withstand these and other pressures systematically, we have put many resources in place. For example, in previous years we prepared strategic, concept, and sector plans; we have been an innovator in stormwater management; we have kept rent stabilization in place to protect renters in our high-cost region (at a great expense in forgone revenue for the City); and we bonded to pay for major street improvement projects and the renovation of the Library. In just the past year, we hired an Economic Development Manager, restructured the Police Department to better carry out its mission for and with the community, and are replacing the City's old streetlights with Dark Sky Certified LEDs.

I had hoped, however, that when this time came, we would have more money for the work we have to do. This year's budget is very challenging and, for a number of reasons, a tax rate increase is needed. For FY 20, I propose to raise the real property tax rate from \$0.5291 to \$0.556 per \$100 net assessed valuation.

For the last several years, I have recommended tax rates that would result in modest increases in revenue to offset ongoing expenditures and also ensure that the City has sufficient reserves on hand. For the last four years, the Council has actually lowered the tax rate each year so we have had to rely on reserves to make up the difference. Other pressures on the budget are:

- Continued freeze of Tax Duplication “in lieu of” payments from Montgomery County.
- The Council voted to remove the problematic Inventory Tax portion of the Personal Property Tax on businesses beginning in FY20, thus forgoing approximately \$320,000 in annual revenue. This action supports our business community, which is likely to be helpful for the Takoma Park's fiscal health in the long run, but does have a monetary impact for FY20 that did not exist for FY19.
- The results of the recent triennial property assessment of Takoma Park were very mixed. 37% of single family home properties showed a lower assessment. Overall, the increased value of assessments for FY20 taxing purposes only increased 0.6 % citywide. This means that if the real property tax rate were to remain the same, the City of Takoma Park would gain less than just \$76,000 in increased revenue over FY19.
- In proceeding with the change to all LED streetlights, we chose to pay the \$112,000 installation cost (after a \$260,000 State grant) up front. The reduced energy costs will pay for the project in just over a year and then save money and energy moving forward.
- The Council spent nearly \$150,000 in unbudgeted funds in FY 19 in order to own and preserve the Dorothy's Woods property. This amount is on top of donations of \$102,630 from caring residents interested in helping to protect this property.
- A major and continuing budget pressure is wages for staff. The City has long been committed to fair wages and benefits, but sometimes our wages have not kept up with the market. We do compensation studies about every three years. About five years ago, we learned that our wages were markedly lower than surrounding jurisdictions. After consulting with the Council and the City's two unions, we phased in wage increases over three years in order to bring them up to market rates or a minimum of \$40,000 for a full-time employee. This particularly benefitted our Public Works employees. Since then we have been increasing wages at a moderate level in general and we comply with increases in the Montgomery County minimum wage which benefits our part-time Recreation staff. These wage increases, of course, result in sustained increases in personnel expenditures. In our most recent compensation study, several positions were lower than the market rate and need to be adjusted, but most position ranges were at or close to market ranges. Related to wages are costs for benefits, which also increase regularly. Our overall increase in personnel related budget lines is about \$724,000 over FY 19's total and includes health insurance and workers' compensation. On-going costs such as personnel need to be paid with on-going revenues. Since personnel costs are directly associated with services, cuts in personnel can really only come from cuts in services.

I am very aware that tax increases can be particularly difficult for some members of our community. We have long assisted residents eligible for the State's Homeowner Tax Credit program and we provide information on other State and County tax credits. There may be additional credits that can be established for certain Takoma Park property owners and that may be a discussion item during this budget consideration process.

### **Engaged, Responsive and Service-oriented Government**

At the same time as the City was increasing wages to remain competitive, the total number of full-time equivalents (FTEs) has also increased. The growth in staff was required in order to meet the needs of residents and provide the services and programs they expected to receive. Most of the positions added in the last several years were created specifically to achieve the Council's established priorities. They include positions like the Sustainability Manager, Construction Manager, Youth Success Coordinator, Economic Development Manager, and the Community Policing Officer.

The Recommended FY 20 budget includes an increase in FTEs by 2.38. This includes increasing two positions, the Landlord-Tenant Mediator and a Parking Enforcement Officer, from half-time to fulltime. The balance is the result of a fully staffed Police Department and minor adjustments in some part-time hours. The proposed increase in the hours for the Parking Enforcement position is because we have had great difficulty recruiting for the existing part-time position; it should be noted that the cost of a fulltime position will be more than offset by increased revenue from parking fines.

We have many positions that are filled by only one person with a specific skill or responsibility. If the Council determines that we need to reduce staffing levels to bring down expenditures, we need to be prepared to discontinue certain programs or services.

I am pleased to work with an excellent City staff. They work so very hard and are very committed to making Takoma Park a great place to live. We have a very small staff compared to other municipalities of our size, and I appreciate how much they do and the high quality of their work.

### **A Livable Community**

We are now poised to proceed with detailed designs for the renovation and expansion of our Library. The results of a flood plain delineation study, done as part of the design process, made us rethink our approach to the Library. Rebuilding the Library with a higher floor level allows us advantages in design and connectivity that will make the Library a better and more accessible facility and also more resilient to climate change-related flooding. I look forward to continued discussions with the Council regarding the design. Construction would likely begin in FY 21.

If things continue to go as planned, on July 1 the City will take ownership of the Takoma Park Recreation Center on New Hampshire Avenue as part of a land-swap with the Maryland-National Capital Park and Planning Commission. Through a public-private partnership, we believe that an expansion and major improvements to the Recreation Center can become a reality, with the added bonus of housing or other community economic

development on the site. A multifaceted community planning process will be required, and it will take some time to get that process designed and underway.

Along New Hampshire Avenue we will also continue to plan for protected bikeways and we will be working with Montgomery County on moving towards Bus Rapid Transit along the “New Ave.” These improvements will provide the needed infrastructure to support the economic development improvements that we are counting on for our economic future.

Another major change in the City that will be coming later this year is the move of Washington Adventist Hospital to White Oak. The hospital will be leaving behind few health services. The City has been working to facilitate redevelopment of the site to meet major community needs, such as a new elementary school, housing, and/or community health facilities. While the City does not own the property, what happens here in the heart of our community matters deeply for our future. Therefore, a good amount of staff time is being devoted to this effort.

As the cost of housing has increased dramatically in the region, the Council has reaffirmed its commitment to working to address issues of housing affordability in the City, as evidenced by the continuation of strong rent stabilization regulations and annual contribution to the Housing Reserve Fund. We look forward to developing and implementing new strategies in an attempt to preserve existing housing, increase housing options and ensure that renters’ rights continue to be supported. The Recommended Budget includes a proposal to increase from part-time to full time Landlord Tenant Mediator dedicated to renter and landlord education and assistance. Right now, the workload in this area is extremely heavy and looks to only increase if we are to advance Council’s goals related to housing.

Besides major projects, this budget continues the City’s ongoing support of community partnerships and festivals, and contributes \$210,000 to the Housing Reserve, which includes appropriation of the land-lease payment from the developer of the Takoma Junction lot.

We also continue to advance our efforts related to racial equity. This year, many members of Council-appointed boards and committees participated in anti-bias training sponsored by the City. We hope the participants bring the lessons learned back to their respective work groups and that their work is informed by what they learned. We also maintained our membership in the Government Alliance on Race and Equity, which partnered with the Metropolitan Washington Council of Governments (MWCOG) this year to plan for a regional Racial Equity Learning Cohort. Deputy City Manager Jason Damweber serves on the MWCOG’s CAO Racial Equity Task Force, which has been meeting regularly to plan and develop a curriculum for cohort participants. In FY 20, we have budgeted for five staff members to participate in this cohort.

### **Community Development for an Improved and Equitable Quality of Life**

The long term health of the City depends on a robust economy – it cannot simply rely on residential property taxes. During the Council’s priority setting retreats earlier this year, it became very clear that the Council’s top priorities were focused on the interrelated issues of affordable housing and economic development.

Last year, the City Council approved a new position to help us plan for and implement strategies to ensure the City is able to be proactive and identify and get out in front of opportunities. FY 20 will be the first full year for this Economic Development Manager position. The work that is already being done on small business assistance, work force development and positioning the City to take advantage of the federal Opportunity Zone along University Boulevard and New Hampshire Avenue is remarkable.

However, it takes a combined effort of the Council, staff and the community to make progress in this effort. Showing that Takoma Park welcomes appropriate economic development investment throughout our community is essential to our future economic health.

### **Environmental Sustainability**

In FY 20, we will continue our work to address energy and environmental sustainability issues, particularly in light of our concerns about climate change. In addition to continuing our focus on helping residents of multi-family buildings and lower-income residents, we will also be reconsidering our longstanding Tree Ordinance and developing tree canopy goals that support the maintenance and growth of the City's urban forest. We will also be updating the Sustainable Energy Action plan with more aggressive strategies to eliminate greenhouse gas emissions and add resiliency to the planning goals. And we are already seeing the benefits resulting from the Council's recent decision to transition the City's streetlights to LED!

Our stormwater program is a major aspect of our work towards environmental sustainability and the protection of our waterways and the Chesapeake Bay. With increased frequency and intensity of rain events, residents are experiencing stormwater runoff between properties at levels we have not seen before. We are increasingly hearing from residents seeking assistance in developing strategies to protect their property from stormwater runoff from adjacent properties and slopes during storm events. We have updated, detailed information on impervious surfaces in the City, so we will be considering new approaches to our stormwater fee and program in the near future that are likely to be welcomed by the community.

I am thrilled that construction of the Flower Avenue Green Street project will begin this spring. The improvements will result in much safer conditions for pedestrians and transit users from Carroll Avenue to Piney Branch Road. Besides supporting people who are not driving cars, the project will make significant stormwater quality improvements. I very much look forward to the completion of this project, which will garner attention – and envy – from around the nation.

### **Fiscally Sustainable Government**

One of the Council's goals for FY 19 was to adopt a financial policy to determine the appropriate level of designated reserves. Consistent with best practices, the Council adopted a policy to have the City's Unassigned Fund Balance be 17% of the General Fund operating revenues. In the past, the City worked to ensure the amount is at least over \$3 million to accommodate the normal fluctuations of revenue and expenditures from month to month. (We also have reserves for replacement of equipment, facility components and emergencies.)



For FY 20, 17% of the General Fund operating revenues is approximately \$4.4 million. The Unassigned Fund Balance in the FY 20 Recommended Budget is about \$3.1 million. (Despite adoption of the reserve policy, the FY 19 budget had only \$2.6 million in Unassigned Fund Balance.) I would prefer this number to be larger, but given budget realities, I believe we will need to work our way up to the 17% reserve level over the next couple of years by ensuring that ongoing revenue supports ongoing expenses. A commitment to having a fiscally sustainable government this year and into the future requires difficult choices.

### **Recommended Budget Preparation**

The FY 20 Recommended Budget is the product of months of preparation by the staff and Council. Besides the Council Retreats in January and February, we once again held a special Roundtable Discussion between the Council and the City's Senior Leadership Team that I believe was beneficial for all participants. I deeply appreciate the collaborative approach between Council and staff in development of this Recommended Budget.

Looking forward, we will hold two informal Budget Open Houses (on April 8 in the Community Center and April 15 at the Takoma Park Recreation Center, both at 6:00 pm) to allow the public to engage with staff about the budget in advance of the more formal public hearings before Council. Public input is essential to our government and keeps us all heading in the right direction, together.

I want to give special thanks to the team that prepares this budget document. Staff in each department provide financial and narrative information for the sections that apply to them. I asked Deputy City Manager Jason Damweber to take the lead on budget preparation this year and he has done an admirable job. I particularly appreciate his efforts to see that more detailed information is available for Council as they consider this proposed budget and the needs of their constituents. As always, our Finance team – Finance Director Susan Cheung and Budget Specialist Alisa Trammel – did an excellent job transforming an incredible amount of information and numerical data into the actual budget document, and Communication Specialist Donna Wright added her style to the design elements that help communicate the story.

I look forward to the Council's consideration of this budget and to a productive Fiscal Year 2020.

Sincerely,

***Suzanne Ludlow***

Suzanne Ludlow

## Acknowledgements Section

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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 Terry J. Seamens, Ward Four
Councilmember Cindy Dyballa, Ward Two	Councilmember Jarrett Smith, Ward Five
Councilmember Kacy Kostiuk, Ward Three	Councilmember Talisha Searcy, 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                                  | • Gregory Clark, Director of Recreation                        |
| • Tracy Smith, Director of Human Resources                                   | • Lars Desalvio, Information Systems Manager                   |
| • Daryl Braithwaite, Director of Public Works                                | • Antonio DeVaul, Chief of Police                              |
| • Jessie Carpenter, City Clerk   | • Rosalind Grigsby, Community Development Manager for Planning |
| • Samira Cook Gaines, Community Development Manager for Economic Development | • Grayce Wiggins, Community Development Manager for Housing    |

### Budget Document Preparation

Elizabeth Rey, Sr. Accounting Assistant  
Donna Wright, Communications Specialist



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Takoma Park  
Maryland**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrell*

Executive Director

## General Information

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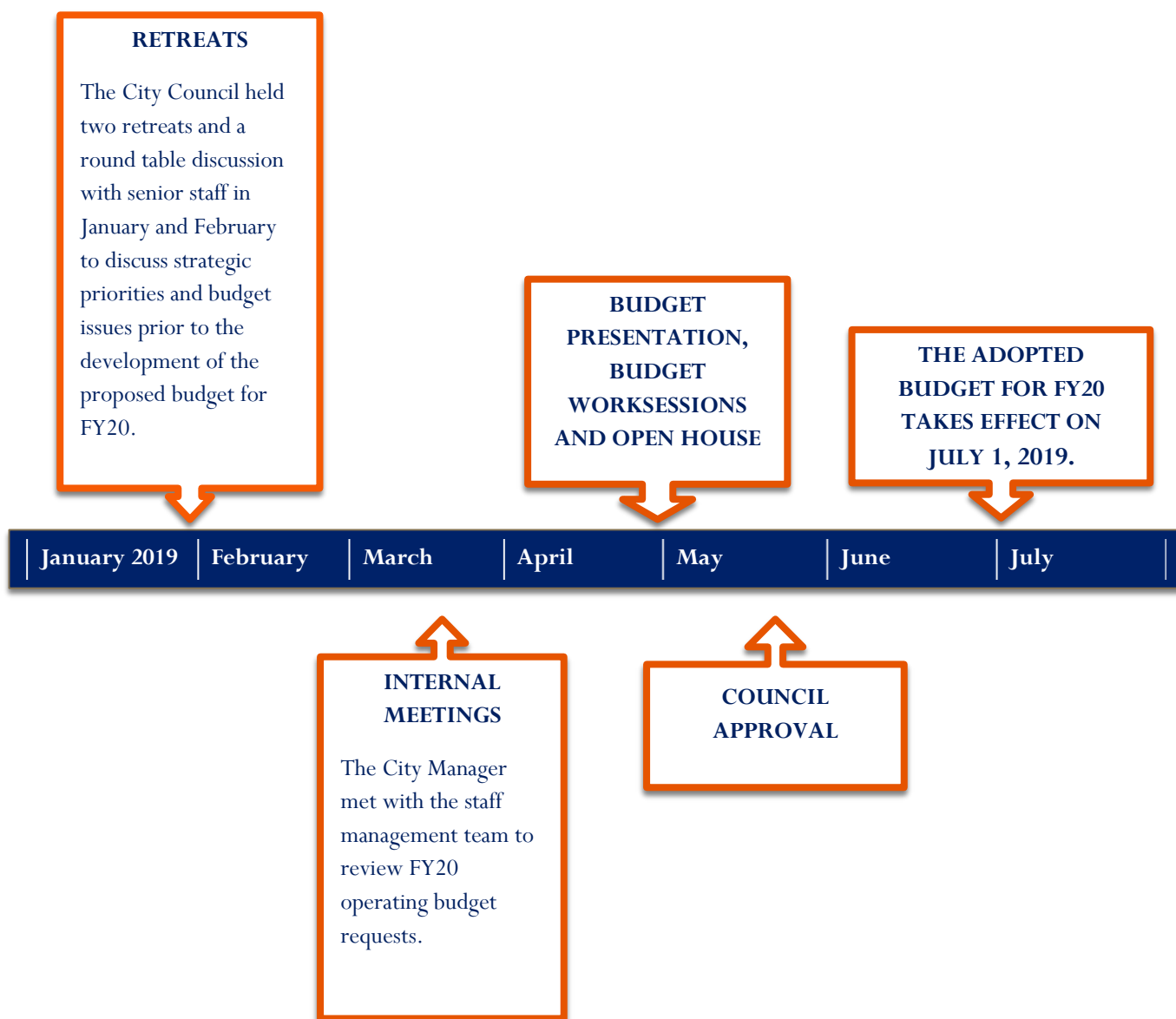
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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.

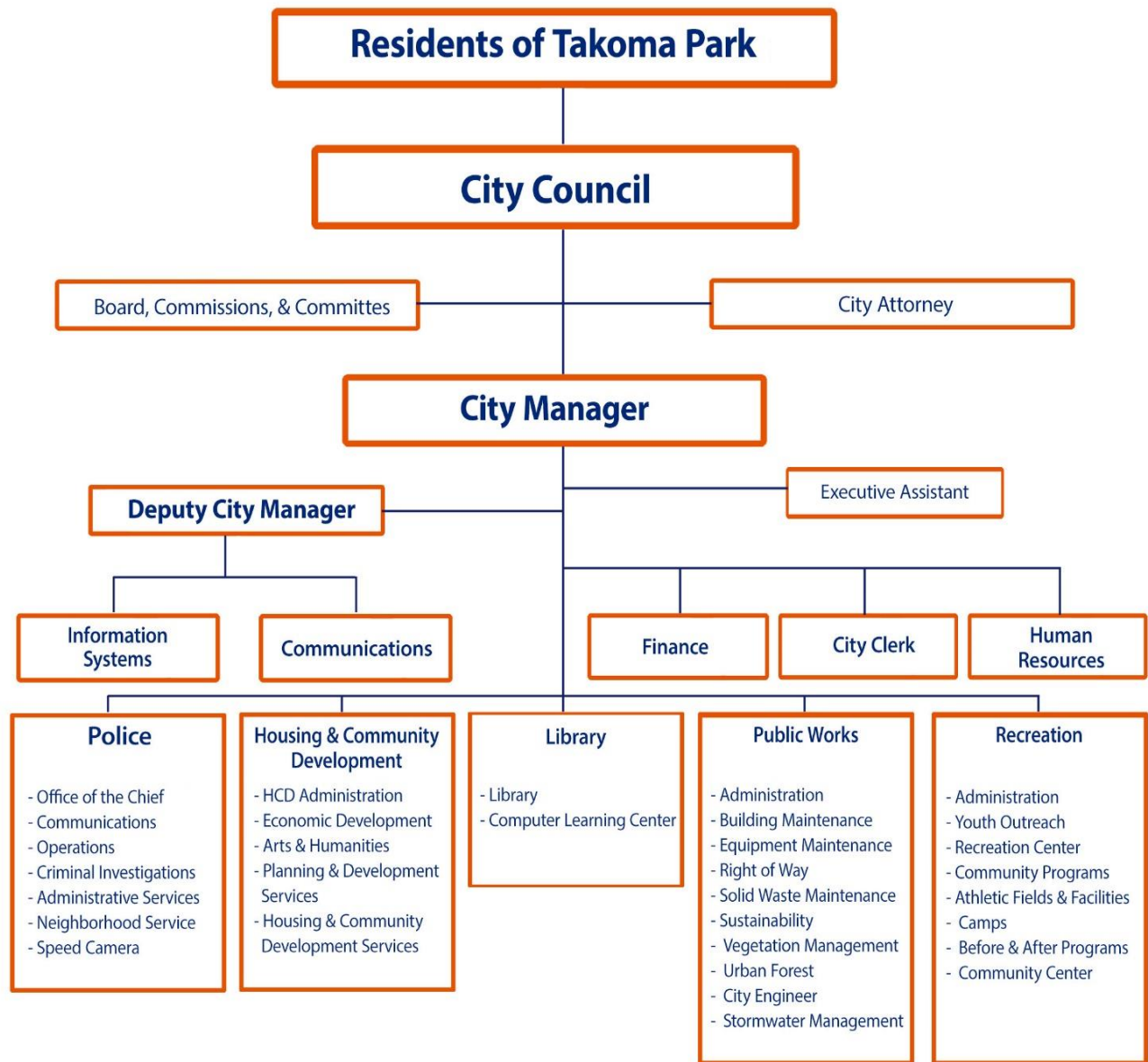
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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







## Budget at a Glance

- Total revenues (all funds) of \$30,969,820.
- Total expenditures (all funds) of \$34,687,567.
- Total General Fund revenues of \$25,573,609.
- Total General Fund expenditures of \$29,361,165.
- Assessable real property base (net) projected to increase by approximately \$14 million or 0.59 percent from FY19.
- Real property tax rate increases to \$0.5397 per \$100 of assessed valuation. Real property tax revenues increase by \$476,154 compared to FY19 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain unchanged at \$3,513,643 for the fifth year in a row.
- Staffing levels increase by 0.88 full-time equivalents. The net increase reflects two half-time positions – Landlord-Tenant Mediator and Parking Enforcement Officer – increasing to fulltime, and adjustments to part-time hours in the Recreation Department and Arts and Humanities division.
- Anticipated General Fund expenditures of \$1.25 million for streets and sidewalks. General Fund expenditures also include \$1,188,020 for the Flower Avenue Green Street Project of which \$1 million will be paid by the City’s Transportation Bond. The FY20 cost of Library design and renovation is expected to be \$800,000 and is funded by a \$7 million Library Bond.
- Continued funding (\$152,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$650,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including four police cars (\$179,392), a recreation bus (\$78,136), a dump truck (\$80,000), and two pick-up trucks (\$67,100).
- No fund contribution will be made to the Facility Maintenance Reserve. Funds from the Facility Maintenance Reserve will be used to renovate the IT and Cable Departments (\$75,000) on the third floor and replace the Air Handler (\$50,000) on the second floor of the Community Center.

- Financial support for the Takoma Park Independence Day Committee (\$13,000), the Takoma Park Folk Festival (\$17,500), and \$135,000 for Community Grant programs.
- Continued financial support for emergency assistance services (\$30,000) to supplement donations from the public.
- Funding related to Council priorities such as Housing Reserve Fund (\$210,000), and Community Partnership Program (\$110,000).
- Expenditures of \$230,000 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, in Grant Avenue (\$30,000), Manor Circle (\$35,000), Parkview Towers (\$55,000) and construction of Takoma Branch Stream Restoration (\$110,000).
- Funding in the amount of \$3,431,071 in Special Revenue Funds for special projects, including \$2.9 million for the Flower Avenue Green Street Project, \$190,000 funding for the New Hampshire Avenue Bikeway.
- Anticipated expenditure of \$83,000 from Speed Camera Fund revenues. Expenditures include purchase of camera trailer (\$33,000), field radio equipment (\$25,000) and mobile computers (\$25,000).
- Contribution of \$51,000 in excess of the actuarially recommended contribution amount for the Police Employees' Retirement Plan.
- The FY20 budget document includes several changes from previous budget documents to provide greater detail and specificity. In place of the "miscellaneous" category, separate accounts for conference and office expenditures have been created. Office expenditures include items such as meeting expenses, recycling supplies, non-cash recognitions, investment expenses, general contingency contribution, and bad debt expenses.

# Personnel Schedule

Staffing Summary by Department or Fund	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Adopted FY19	Adopted FY20
General Government	17.50	17.50	17.25	16.75	17.75	17.75
Police	59.47	59.47	62.64	62.95	63.95	64.45
Public Works	34.85	35.85	35.85	36.10	36.10	36.10
Recreation	19.89	19.89	19.87	19.34	20.53	20.53
Housing and Community Development	9.75	9.83	8.51	8.38	9.50	10.13
Communications	4.35	5.62	5.75	5.75	5.75	5.50
Library	10.90	11.12	11.13	11.13	11.13	11.13
Stormwater Management	1.15	1.15	1.15	1.15	1.15	1.15
Special Revenue	-	-	-	-	-	-
Speed Camera	3.00	3.00	3.00	3.00	3.00	3.00
<b>Total Full-Time Equivalents</b>	<b>160.86</b>	<b>163.23</b>	<b>165.15</b>	<b>164.55</b>	<b>168.86</b>	<b>169.74</b>



Community Center

## Fund Summaries

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# Financial Structure Overview

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The FY20 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

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

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

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

## Stormwater Management Fund

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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

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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

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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

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## Basis of Budgeting

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The City uses the modified accrual basis of accounting for budgeting purposes as governed by Generally Accepted Accounting Principles (GAAP). The City reporting entity is determined by criteria set forth in Government Accounting Standard Board (GASB) Codification of Government Accounting and Financial reporting Standard.

All Government fund revenues and expenditures are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Measurable means the amount of the transaction that can be determined and available means collected within 60 days of the year end. Expenditures are generally recognized under the modified accrual basis of accounting when related fund liability is incurred.

The City Manager keeps the City Council fully informed as to the financial condition of the City by providing quarterly financial reports. The City Council approves and provides for an independent annual audit for all the City funds.

## Balanced Budget Requirements

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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

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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

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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.

## Debt Policy

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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

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The stated goal of the Fund Balance Policy is to maintain unassigned fund balance at the minimum of two months of General Fund operating expenditures as required by Government Finance Officers Association (GFOA) standard. In May 2018, the City Council passed an ordinance to increase the unassigned reserve balance equivalent to 17% of the General Fund revenue. 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.

## Annual Audit

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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.

## Overview of Reserve Funds

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Section 804 of the Takoma Park City Charter outlines the provisions for reserve funds and establishes two such funds: an Emergency Reserve and an Equipment Replacement Reserve. This section of the Charter also authorizes the City Council to establish and maintain additional reserves as deemed necessary. The Council established a Facilities Maintenance Reserve in 2011 and a Housing Reserve in 2017, which continue to be maintained. Bond Reserves are set aside when bonds are established for particular purposes to ensure that dedicated funds are available for future payments of the bond term(s). Descriptions of each of these reserve funds are provided below.

### Emergency Reserve

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The Emergency Reserve can be used exclusively for emergency expenditures necessary for the health, safety or welfare of persons, or actions necessary to perform essential governmental functions, as determined and authorized by the Council by specific ordinance. The City Charter requires that the Emergency Reserve increase each year, beginning when the reserve was established in 1996, by a percentage equal to the percentage increase in the Consumers Price Index for all Urban Consumers, Washington-Baltimore, DC-MD-VA-WV (November 1996=100) (CPI-U) or any replacement or successor index, from January of the second previous year to January of the prior year.

### Equipment Replacement Reserve

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The Equipment Replacement Reserve (ERR) is used to pay for the replacement of major capital items as they reach the end of their useful lives. The Charter requires that “major capital items that have a purchase price greater than or equal to 0.5% of the total budget revenues at the time of purchase” be included in the ERR. In practice, however, capital equipment with a purchase/replacement price of \$5,000 or more that will need to be replaced cyclically (though not annually) is included in the ERR.



### Equipment Replacement Reserve (continued)

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The annual Capital Improvement Program (CIP) budget typically includes a list of items covered by this reserve to be purchased over the next five years. Such items include but are not limited to vehicles and various types of equipment and machinery. A comprehensive list of equipment, along with the estimated useful life and amounts designated for replacement, can be made available upon request.

Each year's budget includes expenditures in the form of payments to the reserve, based on purchase price and the estimated useful life of each item, necessary to maintain the reserve at a level sufficient to replace the covered items. When it becomes necessary and appropriate to replace items covered by the Equipment Replacement Reserve, that year's budget will include revenues to be drawn from the reserve to replace covered items. However, if it is determined that the reserve contains insufficient funds to fully fund the replacement of one or more items, additional revenues from other sources may also be designated.

### Facilities Maintenance Reserve

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The Facilities Maintenance Reserve (FMR) was established in 2011 when it became clear that the Equipment Replacement Reserve did not provide an adequate mechanism on its own to address the City's facility maintenance needs. The annual Capital Improvement Program (CIP) budget typically includes a list of items covered by this reserve to be purchased over the next five years. Currently, the FMR is used to pay for special facilities projects such as building rehabilitation, renovations and improvements, including to walkways, pedestrian areas, and parking lots around facilities. In the future, we plan to transition to a system similar to the ERR for facilities-related items that will need to be replaced cyclically, where various components covered by the reserve fund are assigned a useful lifespan and their major component replacement costs are amortized over that useful life. These items will include things such as replacement of windows, flooring, carpeting, roofing, etc.

# Overview of Reserve Funds

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## Housing Reserve

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The Housing Reserve was established in 2017 in an effort by the Council to set aside funds to meet housing affordability goals. The Council determines the amount of funds to allocate to the Housing Reserve annually based on identified uses for the funds and available funding.

## Restricted Bond Reserve

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Borrowing money or “bonding” allows payments for major projects to be spread over a long period of time. Debt payments become part of an ongoing financial commitment for the term of the bond. As the City receives bond proceeds (borrowed money) for bonded projects, funds are set aside in the bond reserve to ensure that they are available to pay for the projects. From year to year, unspent bond proceeds are considered restricted for the use designated when the bond was issued. The funds are legally protected by bond covenants and, besides paying for the bonded project, can only be used in the event of default by the City (Bond Issuer) or to pay down principal at maturity. The bond reserve requirement is established at the time of the bond issue. The amount of the reserve can be recalculated as the bonds are paid down depending on the bond covenant.

## Combined Statement of Revenues, Expenditures, & Changes in Fund Balances - All Governmental Funds for Fiscal Year beginning July 1, 2019

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed Camera Fund	Total
FY 2020 Revenues	25,573,609	713,000	3,405,211	1,278,000	30,969,820
FY 2020 Expenditures	29,361,165	742,313	3,431,071	1,153,018	34,687,567
Excess (deficiency) of revenues over expenditures	(3,787,556)	(29,313)	(25,860)	124,982	(3,717,747)
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	(3,787,556)	(29,313)	(25,860)	124,982	(3,717,747)
Fund Balance					
Beginning of year	18,081,491	160,447	3,063,869	777,205	22,083,012
End of year	14,293,935	131,134	3,038,009	902,187	18,365,265

# Changes from the Proposed to the Adopted FY20 Budget General Fund

<b>Proposed Revenue Total - City Manager's Proposed Budget</b>	<b>25,970,116</b>
<b>Taxes</b>	
Decrease: Real Property Taxes	(396,507)
<b>Adopted Revenue Total</b>	<b>25,573,609</b>

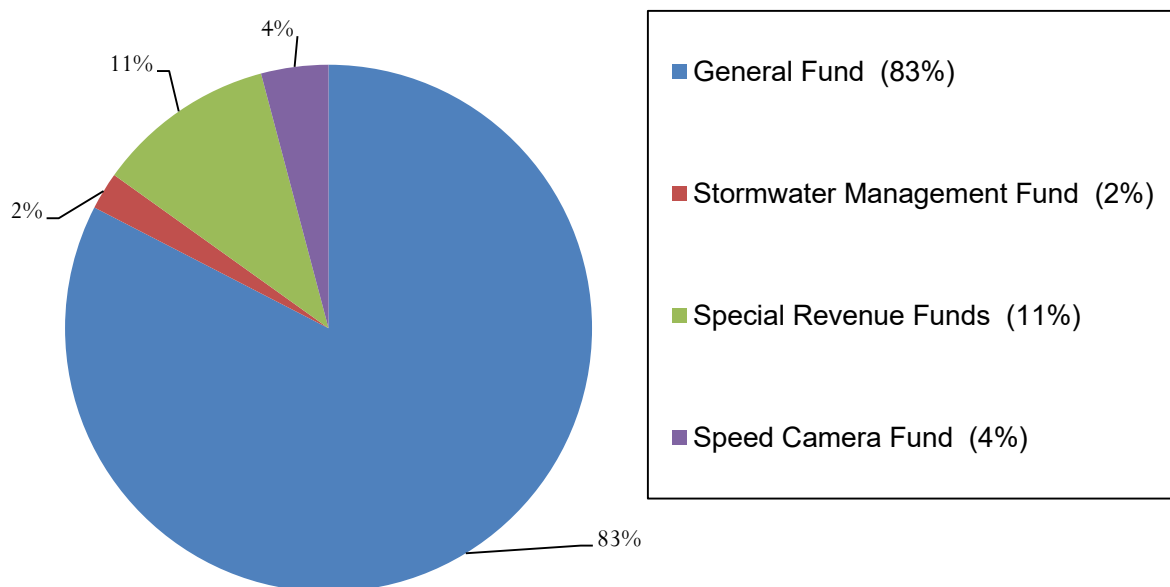
<b>Proposed Expenditure Total - City Manager's Proposed Budget</b>	<b>29,758,028</b>
<b>General Government</b>	
Decrease: Eliminate Council Retreat Facilitator	(5,000)
Decrease: Eliminate County Lobbyist	(18,000)
Decrease: Reduce Council Conferences (\$30,000 budgeted)	(10,000)
Decrease: Eliminate Council Conference Room furniture	(5,000)
<b>Police</b>	
Decrease: Reduce Contribution to Police Pension in excess of Actuarial Rec	(49,000)
<b>Housing &amp; Community</b>	
Decrease: Reduce I Can Shine Bike Camp (minus grant amount)	(12,800)
Increase: Increase OTBA and TLCDA back to FY19 funding level	8,500
Increase: Rec Center Public Engagement Consultant	75,000
Increase: Economic Development Intern position to fulltime	22,000
<b>Public Works</b>	
Increase: Sustainability Contract budget	15,000
Increase: Hours for Sustainability Intern	8,120
<b>Personnel &amp; Conferences All Departments</b>	
Decrease: Personnel and Health Benefit Savings	(308,700)
Decrease: Reduce Staff Conferences (\$83,375 budgeted for all staff)	(10,000)
<b>Non-Departmental</b>	
Decrease: Combine Independence Day and Celebrate Takoma	(12,000)
Decrease: Reduce Folk Festival Funding (\$20,000 budgeted)	(2,500)
Decrease: General Contingency Expenditure decrease	(1,983)
Increase: Community Grants funding	20,000
Increase: Funding for Supplemental Tax Credits	22,500
<b>Capital Improvement Program</b>	
Decrease: Reduce Neighborhood Commercial District Improvements (half)	(50,000)
Decrease: Reduce Commemoration Commission Plaques (from \$12,000)	(8,000)
Decrease: Public Arts	(25,000)
Decrease: Reduce third floor Renovation budget (FMR)	(50,000)
<b>Adopted Expenditure Total</b>	<b>29,361,165</b>

## Changes from the Proposed to the Adopted FY20 Speed Camera Fund

<b>Proposed Expenditure Total - City Manager's Proposed Budget</b>	<b>1,169,518</b>
Decrease: Personnel Savings	(15,500)
Decrease: Police Retirement Contribution	(1,000)
<b>Adopted Expenditure Total</b>	<b>1,153,018</b>

## Budget Combined Revenues by Fund

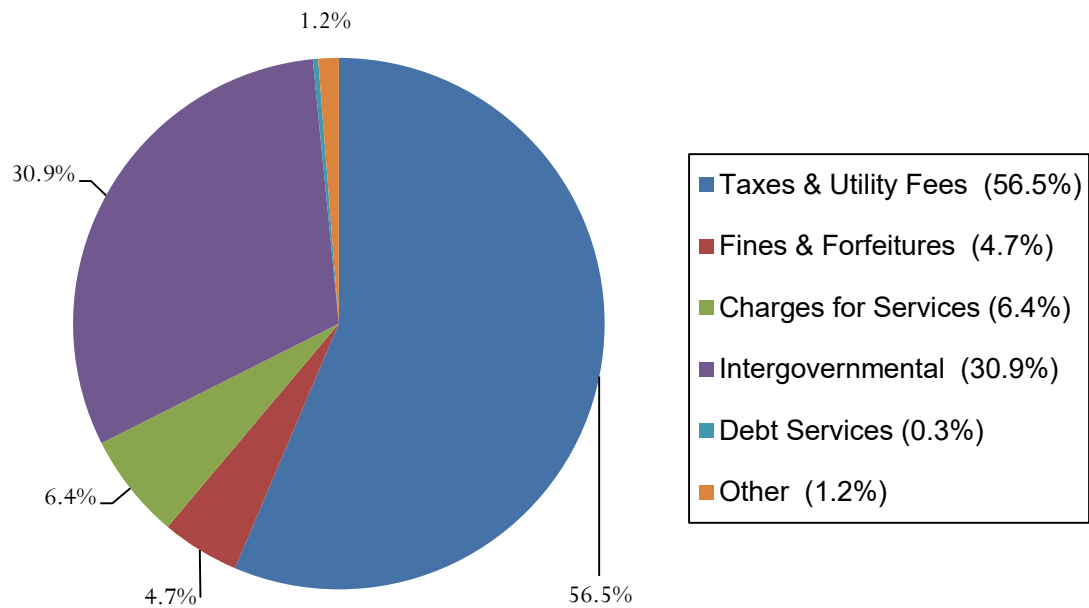
TOTAL	\$30,969,820
General Fund (83%)	\$25,573,609
Stormwater Management Fund (2%)	\$713,000
Special Revenue Funds (11%)	\$3,405,211
Speed Camera Fund (4%)	\$1,278,000





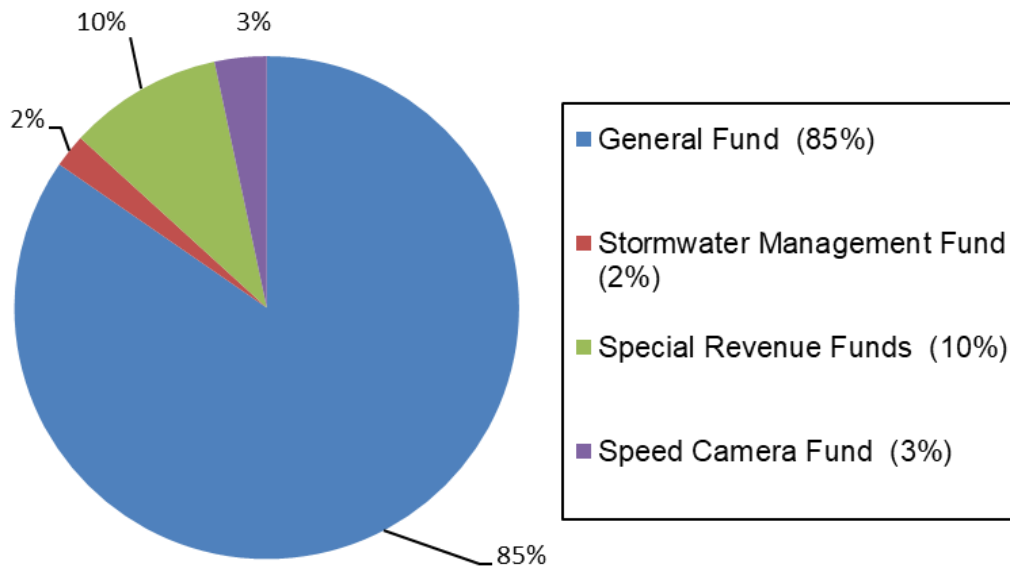
## Budget Combined Revenues by Type

TOTAL	\$30,969,820
Taxes & Utility Fees (56.5%)	\$17,466,116
Fines & Forfeitures (4.7%)	\$1,470,000
Charges for Services (6.4%)	\$1,993,353
Intergovernmental (30.9%)	\$9,554,627
Debt Services (0.3%)	\$100,000
Other (1.2%)	\$385,724



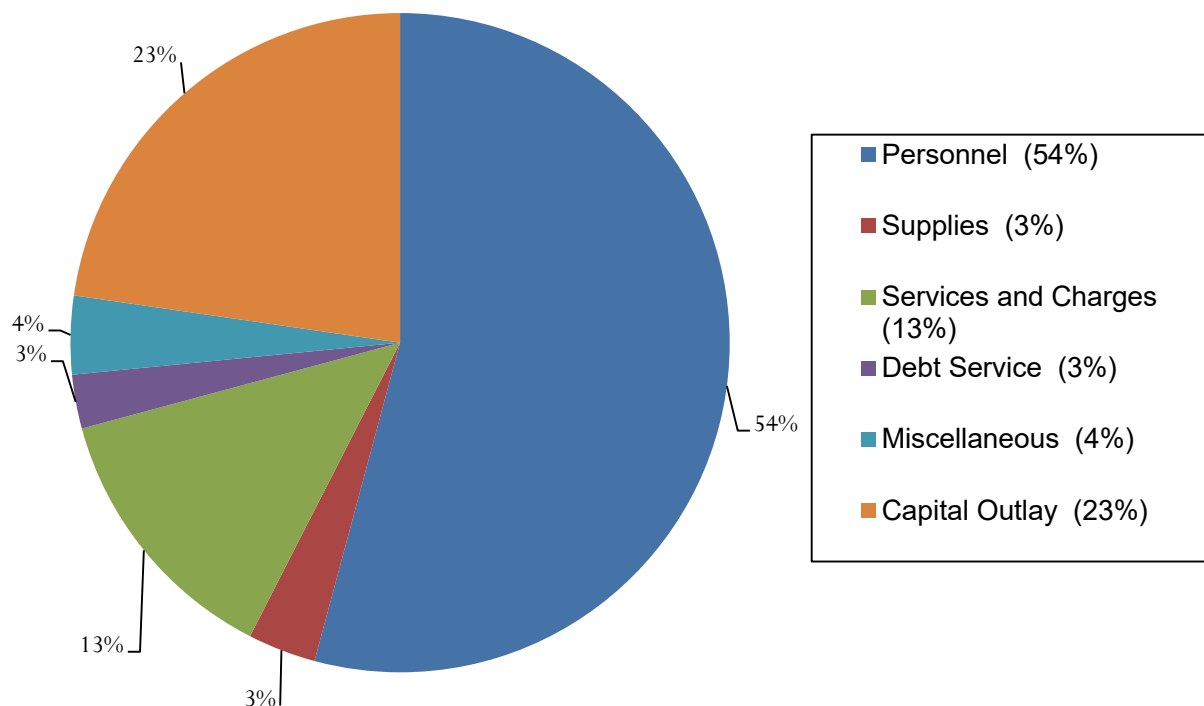
## Budget Combined Expenditures by Fund

TOTAL	\$34,687,567
General Fund (85%)	\$29,361,165
Stormwater Management Fund (2%)	\$742,313
Special Revenue Funds (10%)	\$3,431,071
Speed Camera Fund (3%)	\$1,153,018



## Budget Combined Expenditures by Type

Total	\$34,687,567
Personnel (54%)	\$18,794,184
Supplies (3%)	\$1,158,593
Services and Charges (13%)	\$4,607,401
Debt Service (3%)	\$917,728
Miscellaneous (4%)	\$1,333,445
Capital Outlay (23%)	\$7,876,216



# General Fund Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>REVENUES</b>						
Taxes and utility fees	16,142,419	16,357,517	16,511,119	17,204,857	17,287,159	17,466,116
Licenses and permits	87,315	69,718	107,513	73,604	76,804	76,804
Fines and forfeitures	482,986	372,451	253,980	310,000	220,000	220,000
Use of money and property	53,214	24,935	126,545	75,000	295,334	242,400
Charges for service	1,141,780	1,197,123	1,188,260	1,120,797	1,177,644	1,283,353
Intergovernmental	5,818,760	6,084,854	6,071,029	6,148,742	6,188,306	6,206,886
Miscellaneous	215,008	106,844	111,121	178,130	185,395	78,050
<b>Total Revenues</b>	<b>23,941,482</b>	<b>24,213,442</b>	<b>24,369,567</b>	<b>25,111,130</b>	<b>25,430,642</b>	<b>25,573,609</b>
<b>EXPENDITURES</b>						
General Government	3,053,281	2,873,202	2,905,388	3,340,164	3,167,411	3,289,872
Police	7,246,838	7,552,140	7,685,288	8,509,949	8,298,977	8,284,310
Public Works	4,618,791	4,580,093	4,738,309	5,248,059	5,217,858	5,163,060
Recreation	1,582,574	1,723,755	1,748,827	1,988,550	1,973,660	2,062,472
Housing and Community Development	1,517,686	1,257,609	1,329,781	1,735,702	1,629,199	1,867,683
Communications	500,162	489,911	512,517	565,800	507,441	539,612
Library	1,181,498	1,217,410	1,270,738	1,372,720	1,410,730	1,333,070
Non-Departmental	1,120,833	1,168,117	1,220,628	1,874,104	1,527,083	1,677,443
Capital Outlay	1,783,457	2,065,455	2,070,491	5,304,508	4,766,987	4,225,915
Debt Service	1,902,426	359,898	982,447	919,915	919,915	917,728
<b>Total Expenditures</b>	<b>24,507,546</b>	<b>23,287,590</b>	<b>24,464,414</b>	<b>30,859,471</b>	<b>29,419,261</b>	<b>29,361,165</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(566,064)</b>	<b>925,852</b>	<b>(94,847)</b>	<b>(5,748,341)</b>	<b>(3,988,619)</b>	<b>(3,787,556)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond proceeds	1,579,730	-	9,125,459	-	-	-
Capital lease	-	-	-	-	-	-
Sale of property	-	-	-	-	-	-
Operating transfers in (out)	(27,108)	(80,035)	(58,180)	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>1,552,622</b>	<b>(80,035)</b>	<b>9,067,279</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>986,558</b>	<b>845,817</b>	<b>8,972,432</b>	<b>(5,748,341)</b>	<b>(3,988,619)</b>	<b>(3,787,566)</b>
<b>FUND BALANCE</b>						
Beginning of year	11,265,303	12,251,861	13,097,678	22,070,110	22,070,110	18,081,491
End of year	12,251,861	13,097,678	22,070,110	16,321,769	18,081,491	14,293,935

## General Fund Fund Balance Projection Detail

	As Of June 30, 2018	Additions	Deletions	As Of June 30, 2019	Additions	Deletions	As Of June 30, 2020
Emergency Reserve	481,949	-	-	481,949	-	-	481,949
Equipment Replacement Reserve	4,076,460	700,000	1,114,565	3,661,895	650,000	613,895	3,698,000
WSSC Contribution for Future Street Work	97,031	-	-	97,031	-	-	97,031
Facility Maintenance Reserve	588,345	200,000	538,686	249,659	-	145,000	104,659
NonSpendable-Prepaid, Deposits, Inventory	8,272	5,000	6,700	6,572	5,000	6,500	5,072
Housing Reserve	684,098	200,000	20,000	864,098	210,000	210,000	864,098
Bond Reserve (Restricted)	8,968,565	-	1,218,160	7,750,405	-	1,800,000	5,950,405
Total Reserved/NonSpendable Fund Balance	14,904,720	1,105,000	2,898,111	13,111,609	865,000	2,775,395	11,201,214
Total Unassigned Fund Balance	7,165,390	-	2,195,508	4,969,882	-	1,877,161	3,092,721
Total Fund Balance	22,070,110			18,081,491			14,293,935

# General Fund Revenues

REVENUES BY SOURCE	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Taxes and Utility Fees</b>						
Real Property	11,516,876	11,998,604	12,094,212	12,652,357	12,652,357	13,128,511
Personal Property	375,018	410,678	404,640	420,000	420,000	100,000
RR and Public Utilities	220,552	221,706	230,185	240,000	240,000	242,134
Penalties and Interest	64,336	122,844	37,561	40,000	28,000	30,000
Admission and Amusement	134,062	136,238	127,029	134,000	130,000	130,000
Additions and Abatements	(8,713)	(49,620)	(46,782)	(48,000)	(48,000)	(48,000)
Highway	346,015	345,873	360,336	366,500	464,802	495,471
Income Tax	3,494,273	3,171,194	3,303,938	3,400,000	3,400,000	3,388,000
<b>Total--Taxes and Utility Fees</b>	<b>16,142,419</b>	<b>16,357,517</b>	<b>16,511,119</b>	<b>17,204,857</b>	<b>17,287,159</b>	<b>17,466,116</b>
<b>Licenses and Permits</b>	<b>87,315</b>	<b>69,718</b>	<b>107,513</b>	<b>73,604</b>	<b>76,804</b>	<b>76,804</b>
<b>Fines and Forfeitures</b>	<b>482,986</b>	<b>372,451</b>	<b>253,980</b>	<b>310,000</b>	<b>220,000</b>	<b>220,000</b>
<b>Use of Money and Property</b>	<b>53,214</b>	<b>24,935</b>	<b>126,545</b>	<b>75,000</b>	<b>295,334</b>	<b>242,400</b>
<b>Charges for Services</b>						
Inspection Fees	318,668	325,162	325,942	333,595	333,595	306,674
Public Parking Facilities	104,123	101,616	107,907	95,000	100,000	200,000
Waste Collection & Disposal Charges	69,011	61,827	64,592	69,000	69,000	65,000
Recreation Programs and Services	495,384	558,363	565,872	504,400	547,457	583,535
Library Fines and Fees	26,121	23,869	16,457	17,000	20,000	20,000
Passport Services	81,613	80,670	59,860	56,000	59,000	56,000
Copying	-	-	4,797	-	7,500	10,000
Telephone Commissions	-	26	18	30	20	20
Special Trash Pickup	8,435	9,425	10,467	8,500	8,500	9,500
Recyclable Sales	238	532	184	500	200	200
Mulch Sales	22,755	20,566	21,827	22,000	22,000	22,000
Advertising--Bus Shelters	9,873	9,347	4,617	9,000	4,600	4,600
Farmer's Market	5,559	5,720	5,720	5,772	5,772	5,824
<b>Total--Charges for Services</b>	<b>1,141,780</b>	<b>1,197,123</b>	<b>1,188,260</b>	<b>1,120,797</b>	<b>1,177,644</b>	<b>1,283,353</b>

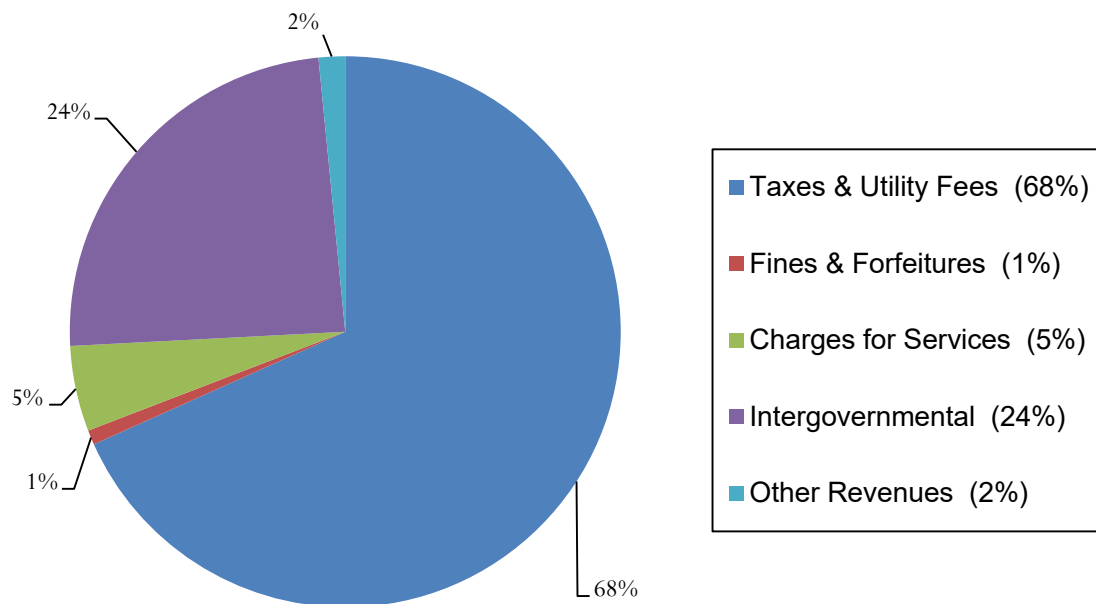


## General Fund Revenues

REVENUES BY SOURCE	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Intergovernmental Revenues</b>						
Police Protection (State)	401,570	451,694	457,251	415,436	455,000	442,995
State & County Projects	181,797	46,059	10,595	162,000	162,000	86,491
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	154,498	166,169	168,704	164,000	164,000	188,329
Police Rebate	930,658	945,118	1,013,685	1,028,000	1,028,000	1,126,765
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	85,020	87,650	85,020	85,020	85,020	85,020
Hotel Motel Tax	118,598	133,500	121,430	118,000	118,000	120,000
Cable Franchise Fees	250,290	258,639	244,920	228,000	228,000	221,000
Cable--Operating	177,043	476,739	450,138	429,000	429,000	417,000
<b>Total--Intergovernmental Revenues</b>	<b>5,818,760</b>	<b>6,084,854</b>	<b>6,071,029</b>	<b>6,148,742</b>	<b>6,188,306</b>	<b>6,206,886</b>
<b>Miscellaneous</b>						
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	615	1,200	-	1,000	-	-
Other	112,852	30,666	17,002	30,000	28,000	27,875
Insurance Claims	40,037	(1,027)	20,787	500	2,500	2,500
Administrative Fees--Parking	7,980	5,663	3,625	6,000	4,000	4,000
Federal Grant	4,278	-	3,200	-	7,836	5,675
Sale of City Property	22,196	30,082	40,400	12,000	12,000	12,000
Donations	2,050	15,260	1,107	103,630	106,059	1,000
<b>Total--Miscellaneous</b>	<b>215,008</b>	<b>106,844</b>	<b>111,121</b>	<b>178,130</b>	<b>185,395</b>	<b>78,050</b>
<b>Total General Fund Revenues</b>	<b>23,941,482</b>	<b>24,213,442</b>	<b>24,369,567</b>	<b>25,111,130</b>	<b>25,430,642</b>	<b>25,573,609</b>

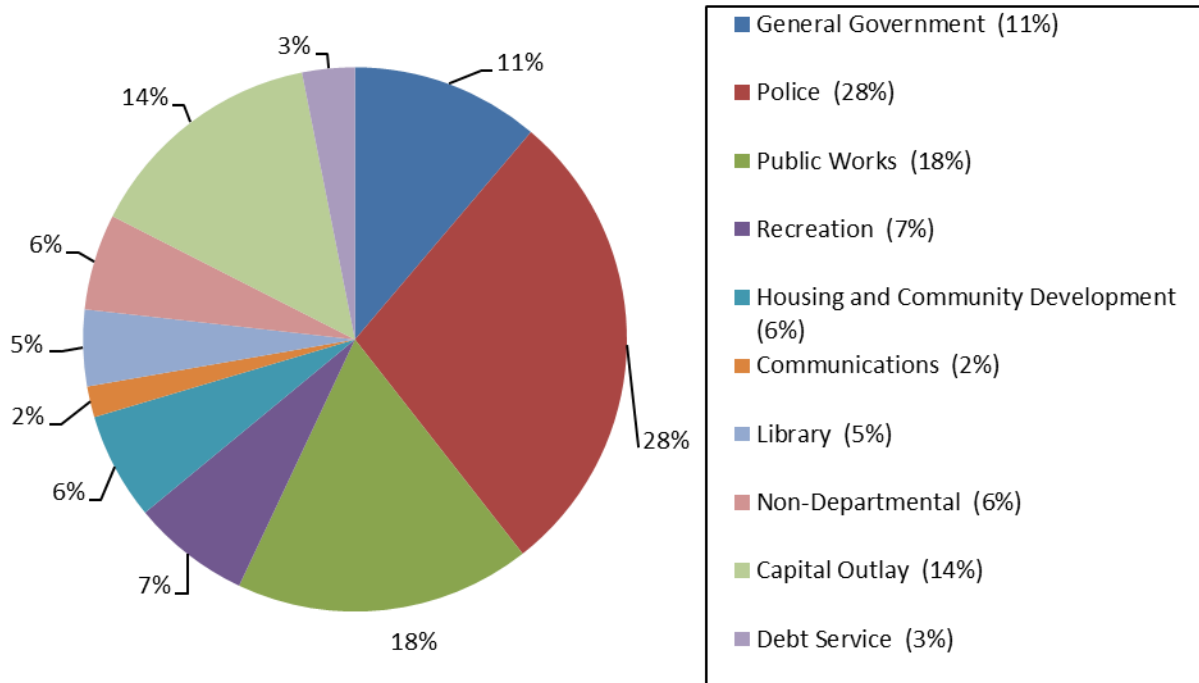
## General Fund Revenues by Type

TOTAL	\$25,573,609
Taxes & Utility Fees (68%)	\$17,466,116
Fines & Forfeitures (1%)	\$220,000
Charges for Services (5%)	\$1,283,353
Intergovernmental (24%)	\$6,206,886
Other Revenues (2%)	\$397,254



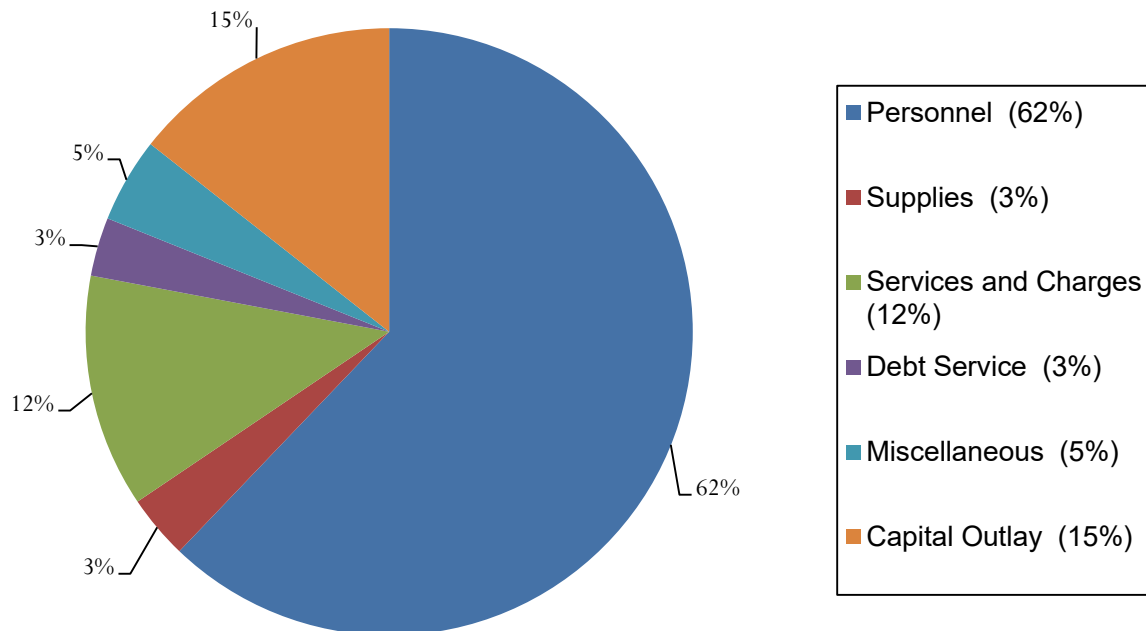
## General Fund Expenditures by Activity

TOTAL EXPENDITURES	\$29,361,165
General Government (11%)	\$3,289,872
Police (28%)	\$8,284,310
Public Works (18%)	\$5,163,060
Recreation (7%)	\$2,062,472
Housing and Community Development (6%)	\$1,867,683
Communications (2%)	\$539,612
Library (5%)	\$1,333,070
Non-Departmental (6%)	\$1,677,443
Capital Outlay (14%)	\$4,225,915
Debt Service (3%)	\$917,728



# General Fund Expenditures by Type

TOTAL	29,361,165
Personnel (62%)	18,246,781
Supplies (3%)	1,000,093
Services and Charges (12%)	3,645,203
Debt Service (3%)	917,728
Miscellaneous (5%)	1,325,445
Capital Outlay (15%)	4,225,915



## General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY16</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Adopted FY19</u>	<u>Estimated FY19</u>	<u>Adopted FY20</u>
<b>General Government</b>						
<b>1100 - Legislative</b>						
Personnel Expenses	113,946	103,572	109,428	112,500	114,300	114,000
Other Operating Expenses	81,296	68,269	90,129	129,115	111,515	97,558
<b>Division Total</b>	<b>195,242</b>	<b>171,841</b>	<b>199,557</b>	<b>241,615</b>	<b>225,815</b>	<b>211,558</b>
<b>1120 – City Administration</b>						
Personnel Expenses	610,747	534,077	529,662	553,590	554,590	565,890
Other Operating Expenses	151,429	105,461	94,274	158,250	148,357	101,368
<b>Division Total</b>	<b>762,176</b>	<b>639,538</b>	<b>623,936</b>	<b>711,840</b>	<b>702,947</b>	<b>667,258</b>
<b>1130 – Finance</b>						
Personnel Expenses	542,598	501,186	516,013	538,680	547,372	562,680
Other Operating Expenses	93,879	92,131	73,979	113,800	87,101	90,900
<b>Division Total</b>	<b>636,477</b>	<b>593,317</b>	<b>589,992</b>	<b>652,480</b>	<b>634,473</b>	<b>653,580</b>
<b>1140 – Legal</b>						
Personnel Expenses	-	-	-	-	-	-
Other Operating Expenses	263,590	260,233	212,731	233,750	213,750	233,700
<b>Division Total</b>	<b>263,590</b>	<b>260,233</b>	<b>212,731</b>	<b>233,750</b>	<b>213,750</b>	<b>233,700</b>
<b>1150 – Information System</b>						
Personnel Expenses	342,583	351,248	376,275	397,120	406,135	444,620
Other Operating Expenses	273,244	255,811	220,060	257,562	254,080	223,956
<b>Division Total</b>	<b>615,827</b>	<b>607,059</b>	<b>596,335</b>	<b>654,682</b>	<b>660,215</b>	<b>668,576</b>
<b>1160 – Human Resources</b>						
Personnel Expenses	270,023	277,403	310,565	392,150	371,590	391,120
Other Operating Expenses	43,279	36,641	83,047	147,400	87,805	140,950
<b>Division Total</b>	<b>313,302</b>	<b>314,044</b>	<b>393,612</b>	<b>539,550</b>	<b>459,395</b>	<b>532,070</b>
<b>1170 – City Clerk</b>						
Personnel Expenses	247,068	260,774	269,223	280,120	249,560	299,090
Other Operating Expenses	19,599	26,396	20,002	26,127	21,256	24,040
<b>Division Total</b>	<b>266,667</b>	<b>287,170</b>	<b>289,225</b>	<b>306,247</b>	<b>270,816</b>	<b>323,130</b>
<b>Total General Government</b>	<b>3,053,281</b>	<b>2,873,202</b>	<b>2,905,387</b>	<b>3,340,164</b>	<b>3,167,411</b>	<b>3,289,872</b>

# General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY16</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Adopted FY19</u>	<u>Estimated FY19</u>	<u>Adopted FY20</u>
<b>Police</b>						
<b>2100 – Office of Chief</b>						
Personnel Expenses	343,423	400,677	299,351	422,090	509,840	641,120
Other Operating Expenses	297,206	314,989	268,516	276,870	296,885	250,489
<b>Division Total</b>	<b>640,629</b>	<b>715,666</b>	<b>567,867</b>	<b>698,960</b>	<b>806,725</b>	<b>891,609</b>
<b>2200 – Communications</b>						
Personnel Expenses	523,970	524,096	432,884	574,920	530,710	575,570
Other Operating Expenses	29,445	21,980	38,841	29,640	29,640	33,000
<b>Division Total</b>	<b>553,415</b>	<b>546,076</b>	<b>471,725</b>	<b>604,560</b>	<b>560,350</b>	<b>608,570</b>
<b>2300 – Operations/Patrol</b>						
Personnel Expenses	3,752,748	3,515,466	3,741,419	4,054,465	3,811,720	3,922,830
Other Operating Expenses	134,642	123,530	179,374	163,693	151,698	145,808
<b>Division Total</b>	<b>3,887,390</b>	<b>3,638,996</b>	<b>3,920,793</b>	<b>4,218,158</b>	<b>3,963,418</b>	<b>4,068,638</b>
<b>2400 – CID Investigations</b>						
Personnel Expenses	1,375,493	1,525,514	1,550,660	1,616,130	1,471,880	981,300
Other Operating Expenses	40,496	40,317	49,284	64,647	72,105	72,250
<b>Division Total</b>	<b>1,415,989</b>	<b>1,565,831</b>	<b>1,599,944</b>	<b>1,680,777</b>	<b>1,543,985</b>	<b>1,053,550</b>
<b>2500 – Administration</b>						
Personnel Expenses	654,826	675,695	691,648	723,700	837,089	1,031,299
Other Operating Expenses	94,589	85,242	107,090	110,224	109,849	108,594
<b>Division Total</b>	<b>749,415</b>	<b>760,937</b>	<b>798,738</b>	<b>833,924</b>	<b>946,938</b>	<b>1,139,893</b>
<b>2600 – Neighborhood Services</b>						
Personnel Expenses	-	309,512	312,900	363,250	367,241	411,550
Other Operating Expenses	-	15,122	13,321	110,320	110,320	110,500
<b>Division Total</b>	<b>-</b>	<b>324,634</b>	<b>326,221</b>	<b>473,570</b>	<b>477,561</b>	<b>522,050</b>
<b>Total Police</b>	<b>7,246,838</b>	<b>7,552,140</b>	<b>7,685,288</b>	<b>8,509,949</b>	<b>8,298,977</b>	<b>8,284,310</b>
<b>Public Works</b>						
<b>3100 – Administration</b>						
Personnel Expenses	369,726	375,022	378,440	410,430	427,430	251,160
Other Operating Expenses	152,915	124,577	122,814	360,139	311,600	66,600
<b>Division Total</b>	<b>522,641</b>	<b>499,599</b>	<b>501,254</b>	<b>770,569</b>	<b>739,030</b>	<b>317,760</b>



## General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>3200 – Building Maintenance</b>						
Personnel Expenses	407,318	423,822	452,857	479,230	506,710	487,330
Other Operating Expenses	388,971	403,286	382,419	406,100	364,150	388,900
<b>Division Total</b>	<b>796,289</b>	<b>827,108</b>	<b>835,276</b>	<b>885,330</b>	<b>870,860</b>	<b>876,230</b>
<b>3300 – Equipment Maintenance</b>						
Personnel Expenses	267,991	273,371	285,162	302,171	299,380	314,840
Other Operating Expenses	189,238	214,967	188,226	200,775	220,990	214,515
<b>Division Total</b>	<b>457,229</b>	<b>488,338</b>	<b>473,388</b>	<b>502,946</b>	<b>520,370</b>	<b>529,355</b>
<b>3400 – Right of Way</b>						
Personnel Expenses	646,141	643,932	660,387	742,169	746,170	656,060
Other Operating Expenses	411,781	352,645	409,179	397,085	397,200	306,272
<b>Division Total</b>	<b>1,057,922</b>	<b>996,577</b>	<b>1,069,566</b>	<b>1,139,254</b>	<b>1,143,370</b>	<b>962,332</b>
<b>3500 – Solid Waste</b>						
Personnel Expenses	694,054	713,057	733,411	722,300	770,770	748,935
Other Operating Expenses	327,921	277,072	319,728	301,022	327,950	343,775
<b>Division Total</b>	<b>1,021,975</b>	<b>990,129</b>	<b>1,053,139</b>	<b>1,023,322</b>	<b>1,098,720</b>	<b>1,092,710</b>
<b>3600 – Sustainability</b>						
Personnel Expenses	-	-	-	-	-	164,060
Other Operating Expenses	-	-	-	-	-	199,075
<b>Division Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>363,135</b>
<b>3700 – Vegetation Management</b>						
Personnel Expenses	228,618	261,666	233,193	272,158	190,960	397,240
Other Operating Expenses	24,666	30,820	25,173	29,000	18,500	29,000
<b>Division Total</b>	<b>253,284</b>	<b>292,486</b>	<b>258,366</b>	<b>301,158</b>	<b>209,460</b>	<b>426,240</b>
<b>3800 – Urban Forest</b>						
Personnel Expenses	92,874	52,779	112,083	110,460	117,920	117,480
Other Operating Expenses	70,607	153,553	108,665	175,500	170,200	148,850
<b>Division Total</b>	<b>163,481</b>	<b>206,332</b>	<b>220,748</b>	<b>285,960</b>	<b>288,120</b>	<b>266,330</b>

# General Fund Expenditures

<b>EXPENDITURES BY DIVISION</b>	<b>Audited FY16</b>	<b>Audited FY17</b>	<b>Audited FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<b>3900 – City Engineer</b>						
Personnel Expenses	201,897	203,995	206,808	222,020	230,427	228,018
Other Operating Expenses	144,073	75,529	119,764	117,500	117,501	100,950
<b>Division Total</b>	<b>345,970</b>	<b>279,524</b>	<b>326,572</b>	<b>339,520</b>	<b>347,928</b>	<b>328,968</b>
<b>Total Public Works</b>	<b>4,618,791</b>	<b>4,580,093</b>	<b>4,738,309</b>	<b>5,248,059</b>	<b>5,217,858</b>	<b>5,163,060</b>
<b>Recreation</b>						
<b>4100 – Administration</b>						
Personnel Expenses	273,982	252,235	276,351	457,620	465,020	474,120
Other Operating Expenses	119,368	159,541	70,438	94,350	86,804	104,353
<b>Division Total</b>	<b>393,350</b>	<b>411,776</b>	<b>346,789</b>	<b>551,970</b>	<b>551,824</b>	<b>578,473</b>
<b>4200 – Youth Outreach</b>						
Personnel Expenses	-	855	28,395	246,182	220,845	239,420
Other Operating Expenses	-	-	1,076	55,000	49,900	60,000
<b>Division Total</b>	<b>-</b>	<b>855</b>	<b>29,471</b>	<b>301,182</b>	<b>270,745</b>	<b>299,420</b>
<b>4300 – Recreation Center</b>						
Personnel Expenses	160,678	180,935	210,948	148,180	150,650	152,204
Other Operating Expenses	35,112	30,654	39,955	38,200	37,600	39,700
<b>Division Total</b>	<b>195,790</b>	<b>211,589</b>	<b>250,903</b>	<b>186,380</b>	<b>188,250</b>	<b>191,904</b>
<b>4400 – Community Programs</b>						
Personnel Expenses	90,235	121,730	118,292	168,178	160,961	173,860
Other Operating Expenses	48,160	65,054	65,025	61,450	60,500	71,675
<b>Division Total</b>	<b>138,395</b>	<b>186,784</b>	<b>183,317</b>	<b>229,628</b>	<b>221,461</b>	<b>245,535</b>
<b>4500 – Facilities and Athletic Fields</b>						
Personnel Expenses	10,304	10,489	14,764	-	-	-
Other Operating Expenses	43,330	51,688	46,033	84,500	83,000	77,700
<b>Division Total</b>	<b>53,634</b>	<b>62,177</b>	<b>60,797</b>	<b>84,500</b>	<b>83,000</b>	<b>77,700</b>
<b>4600 – Camps</b>						
Personnel Expenses	86,313	85,170	76,451	76,380	74,715	78,530
Other Operating Expenses	15,134	40,859	40,285	51,600	50,900	53,100
<b>Division Total</b>	<b>101,447</b>	<b>126,029</b>	<b>116,736</b>	<b>127,980</b>	<b>125,615</b>	<b>131,630</b>

## General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY16</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Adopted FY19</u>	<u>Estimated FY19</u>	<u>Adopted FY20</u>
<b>4700 – Before/ After School Program</b>						
Personnel Expenses	96,524	100,002	91,854	113,650	111,355	114,200
Other Operating Expenses	9,003	9,941	7,107	12,850	11,800	8,350
<b>Division Total</b>	<b>105,527</b>	<b>109,943</b>	<b>98,961</b>	<b>126,500</b>	<b>123,155</b>	<b>122,550</b>
<b>4800 – Community Center</b>						
Personnel Expenses	459,788	493,415	528,204	245,010	279,110	282,860
Other Operating Expenses	134,643	121,188	133,649	135,400	130,500	132,400
<b>Division Total</b>	<b>594,431</b>	<b>614,603</b>	<b>661,853</b>	<b>380,410</b>	<b>409,610</b>	<b>415,260</b>
<b>Total Recreation</b>	<b>1,582,574</b>	<b>1,723,755</b>	<b>1,748,827</b>	<b>1,988,550</b>	<b>1,973,660</b>	<b>2,062,472</b>
<b>Housing and Community Development</b>						
<b>5100 – Code Enforcement</b>						
Personnel Expenses	238,434	-	-	-	-	-
Other Operating Expenses	262,592	-	-	-	-	-
<b>Division Total</b>	<b>501,026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>5200 – Landlord and Tenant</b>						
Personnel Expenses	84,182	-	-	-	-	-
Other Operating Expenses	2,095	-	-	-	-	-
<b>Division Total</b>	<b>86,277</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>5300 – Rent Stabilization</b>						
Personnel Expenses	108,228	-	-	-	-	-
Other Operating Expenses	8,105	-	-	-	-	-
<b>Division Total</b>	<b>116,333</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>5400 – Planning and Development Services</b>						
Personnel Expenses	300,032	231,610	236,749	287,120	301,120	311,150
Other Operating Expenses	118,649	112,837	174,493	111,800	99,100	83,100
<b>Division Total</b>	<b>418,681</b>	<b>344,447</b>	<b>411,242</b>	<b>398,920</b>	<b>400,220</b>	<b>394,250</b>
<b>5500 – HCD Administration</b>						
Personnel Expenses	124,433	240,920	271,859	279,450	276,085	117,000
Other Operating Expenses	31,276	40,823	35,871	68,304	61,304	66,880
<b>Division Total</b>	<b>155,709</b>	<b>281,743</b>	<b>307,730</b>	<b>347,754</b>	<b>337,389</b>	<b>183,880</b>

# General Fund Expenditures

<b>EXPENDITURES BY DIVISION</b>	<b>Audited FY16</b>	<b>Audited FY17</b>	<b>Audited FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<b>5600 – Economic Development</b>						
Personnel Expenses	-	-	-	111,854	64,976	177,160
Other Operating Expenses	-	-	-	113,600	108,700	203,700
<b>Division Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,454</b>	<b>173,676</b>	<b>380,860</b>
<b>5700 – Arts and Humanities</b>						
Personnel Expenses	-	-	-	-	-	61,540
Other Operating Expenses	-	-	-	-	-	12,470
<b>Division Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,010</b>
<b>5800 – Housing and Community Services</b>						
Personnel Expenses	93,740	342,121	318,867	440,010	402,510	479,480
Other Operating Expenses	145,920	289,298	291,942	323,564	315,404	355,203
<b>Division Total</b>	<b>239,660</b>	<b>631,419</b>	<b>610,809</b>	<b>763,574</b>	<b>717,914</b>	<b>834,683</b>
<b>Total Housing and Community Development</b>	<b>1,517,686</b>	<b>1,257,609</b>	<b>1,329,781</b>	<b>1,735,702</b>	<b>1,629,199</b>	<b>1,867,683</b>
<b>Communications/Media</b>						
<b>6000 – Communications/Media</b>						
Personnel Expenses	359,596	347,668	385,329	422,980	378,360	404,420
Other Operating Expenses	140,566	142,243	127,188	142,820	129,081	135,192
<b>Division Total</b>	<b>500,162</b>	<b>489,911</b>	<b>512,517</b>	<b>565,800</b>	<b>507,441</b>	<b>539,612</b>
<b>Total Communications/Media</b>	<b>500,162</b>	<b>489,911</b>	<b>512,517</b>	<b>565,800</b>	<b>507,441</b>	<b>539,612</b>
<b>Library</b>						
<b>7000 – Library</b>						
Personnel Expenses	942,774	961,787	1,002,972	1,071,980	1,112,980	1,066,480
Other Operating Expenses	155,138	160,420	170,640	199,050	191,900	162,840
<b>Division Total</b>	<b>1,097,912</b>	<b>1,122,207</b>	<b>1,173,612</b>	<b>1,271,030</b>	<b>1,304,880</b>	<b>1,229,320</b>
<b>7200 – Computer Center</b>						
Personnel Expenses	79,319	91,743	95,325	96,090	99,290	98,290
Other Operating Expenses	4,267	3,460	1,801	5,600	6,560	5,460
<b>Division Total</b>	<b>83,586</b>	<b>95,203</b>	<b>97,126</b>	<b>101,690</b>	<b>105,850</b>	<b>103,750</b>
<b>Total Library</b>	<b>1,181,498</b>	<b>1,217,410</b>	<b>1,270,738</b>	<b>1,372,720</b>	<b>1,410,730</b>	<b>1,333,070</b>
<b>All Departmental Total</b>	<b>19,700,830</b>	<b>19,694,120</b>	<b>20,190,847</b>	<b>22,760,944</b>	<b>22,205,276</b>	<b>22,540,079</b>

## General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY16</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Adopted FY19</u>	<u>Estimated FY19</u>	<u>Adopted FY20</u>
<b>Non-Departmental</b>						
Workers Compensation	536,664	689,084	544,349	595,000	595,000	595,000
Other Fringe Benefits	51,109	33,452	57,021	55,000	56,000	75,875
Recognition Non-Cash	8,199	21,910	15,413	20,000	20,000	15,000
Safety and Wellness	400	-	1,172	3,000	1,500	3,000
Training	12,507	7,297	4,477	16,000	6,000	6,000
Tuition Reimbursement	36,724	25,742	29,659	35,000	20,000	15,000
Litigation Hearing	-	-	2,500	900	1,200	1,200
Emergency Supplies	-	2,317	-	-	-	20,000
General Insurance	134,743	141,050	119,114	150,800	129,861	148,500
General Contingency	-	-	-	124,682	-	127,868
Community Festivals	10,000	7,500	17,867	30,000	20,000	27,500
Fourth of July Expenses	16,500	8,500	25,000	25,000	25,000	13,000
Bad Debt Expense	(4,000)	-	-	227,523	244,823	-
Art Commission	10,019	16,571	10,926	16,200	12,700	-
Grants	191,616	62,521	157,345	115,000	115,000	135,000
Partnership Program	-	5,000	83,531	110,000	110,000	110,000
Housing Fund Expenditures	-	-	20,000	200,000	20,000	210,000
Tax Rebate Program	116,351	147,172	132,253	150,000	150,000	152,000
Supplemental Tax Credit	-	-	-	-	-	22,500
<b>Total Non-Departmental</b>	<b>1,120,833</b>	<b>1,168,117</b>	<b>1,220,628</b>	<b>1,874,104</b>	<b>1,527,083</b>	<b>1,677,443</b>
Capital Outlay	1,783,457	2,065,455	2,070,491	5,304,508	4,766,987	4,225,915
Debt Service	1,902,426	359,898	982,447	919,915	919,915	917,728
Transfer to SRF	27,108	80,034	58,180	-	-	-
<b>General Fund Total Expenditures</b>	<b>24,534,654</b>	<b>23,367,624</b>	<b>24,522,594</b>	<b>30,859,471</b>	<b>29,419,261</b>	<b>29,361,165</b>

Note: The variances in the Total Expenditures between the General Fund Expenditures and General Fund Summary are due to the Inter-fund Transfer amounts.

# Stormwater Management Fund Summary

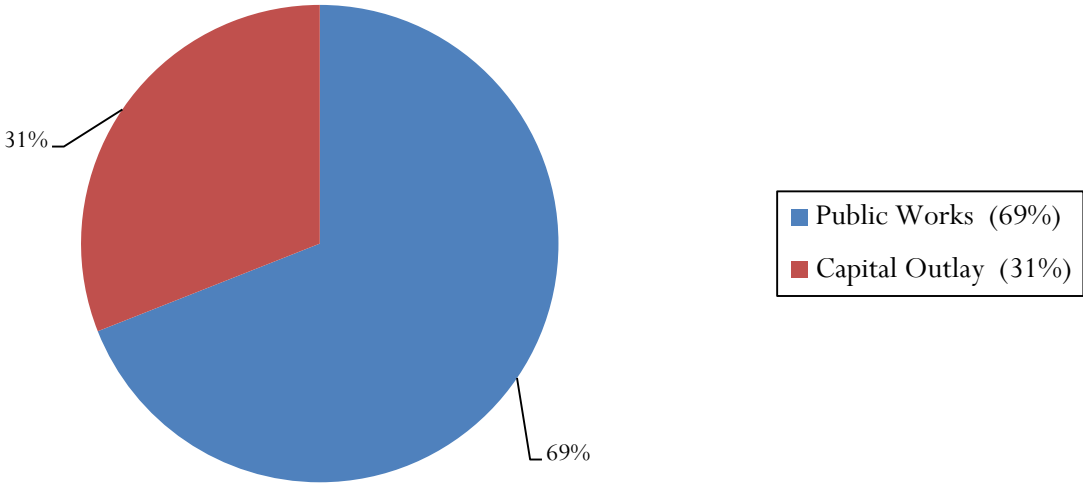
	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	6,179	725	3,050	3,000	3,000	2,000
Fines and forfeitures						
Use of money and property						
Charges for service	410,472	418,071	712,395	700,000	710,000	710,000
Intergovernmental	-	-	-	168,750	168,750	-
Miscellaneous	4,962	21,421	14,659	10,000	1,000	1,000
<b>Total Revenues</b>	<b>421,613</b>	<b>440,217</b>	<b>730,104</b>	<b>881,750</b>	<b>882,750</b>	<b>713,000</b>
<b>EXPENDITURES</b>						
Public Works	351,623	348,689	449,459	516,500	492,313	512,313
Capital outlay	152,397	73,622	272,918	411,206	428,750	230,000
<b>Total Expenditures</b>	<b>504,020</b>	<b>422,311</b>	<b>722,377</b>	<b>927,706</b>	<b>921,063</b>	<b>742,313</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(82,407)</b>	<b>17,906</b>	<b>7,727</b>	<b>(45,956)</b>	<b>(38,313)</b>	<b>(29,313)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>(82,407)</b>	<b>17,906</b>	<b>7,727</b>	<b>(45,956)</b>	<b>(38,313)</b>	<b>(29,313)</b>
<b>FUND BALANCE</b>						
Beginning of year	255,534	173,127	191,033	198,760	198,760	160,447
End of year	173,127	191,033	198,760	152,804	160,447	131,134

Note: Beginning Fiscal Year 2018, the stormwater fee increased from \$55 to \$92.



# Stormwater Management Fund Expenditure by Activity

TOTAL EXPENDITURES	\$742,313
Public Works (69%)	\$512,313
Capital Outlay (31%)	\$230,000



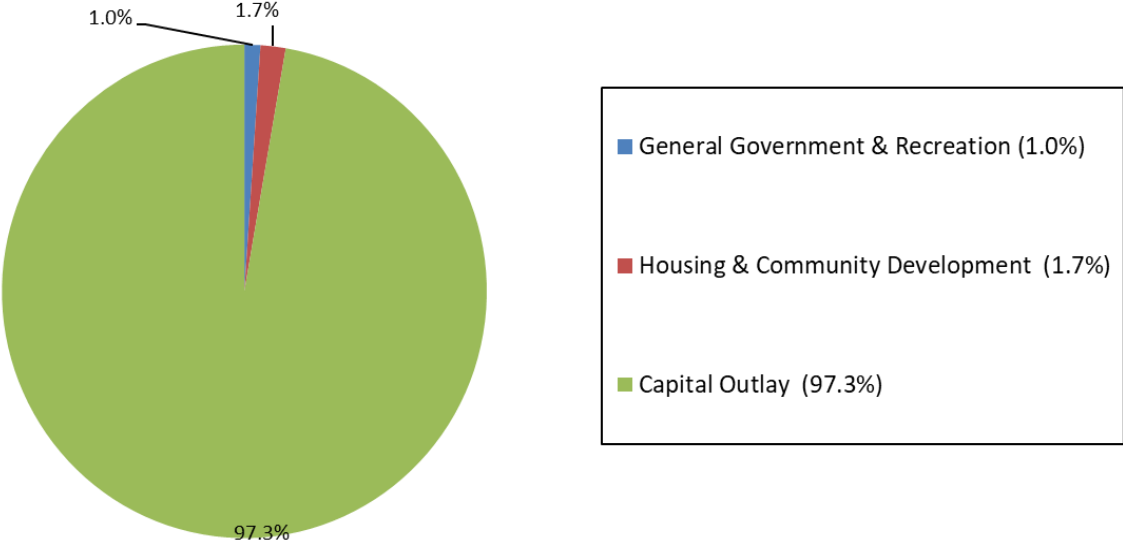
# Special Revenue Funds Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,224,944	769,233	969,584	3,479,392	2,993,782	3,347,741
Miscellaneous	37,750	35,626	32,915	70,000	95,574	57,470
<b>Total Revenues</b>	<b>1,262,694</b>	<b>804,859</b>	<b>1,002,499</b>	<b>3,549,392</b>	<b>3,089,356</b>	<b>3,405,211</b>
<b>EXPENDITURES</b>						
General Government	248,301	198,754	327,724	30,100	-	36,300
Police	18,096	-	-	-	-	-
Public Works	186,207	55,625	1,128	25,000	25,000	-
Housing and Community Development	212,417	82,169	121,089	50,828	70,574	57,470
Recreation	6,750	146	-	-	-	-
Capital outlay	107,469	518,884	925,914	3,496,564	3,009,282	3,337,301
<b>Total Expenditures</b>	<b>779,240</b>	<b>855,578</b>	<b>1,375,855</b>	<b>3,602,492</b>	<b>3,104,856</b>	<b>3,431,071</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>483,454</b>	<b>(50,719)</b>	<b>(373,356)</b>	<b>(53,100)</b>	<b>(15,500)</b>	<b>(25,860)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Operating transfers in (out)	27,108	80,035	58,180	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>27,108</b>	<b>80,035</b>	<b>58,180</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>510,562</b>	<b>29,316</b>	<b>(315,176)</b>	<b>(53,100)</b>	<b>(15,500)</b>	<b>(25,860)</b>
<b>FUND BALANCE</b>						
Beginning of year	2,854,667	3,365,229	3,394,545	3,079,369	3,079,369	3,063,869
<b>End of year</b>	<b>3,365,229</b>	<b>3,394,545</b>	<b>3,079,369</b>	<b>3,026,269</b>	<b>3,063,869</b>	<b>3,038,009</b>

Note: At June 30, 2020, the ending fund reserve restricted for Cable Equipment purchases is \$3,010,316 and other Capital Improvement Projects is \$27,693.

# Special Revenue Funds Expenditures by Activity

TOTAL EXPENDITURES	\$3,431,071
General Government & Recreation (1.0%)	\$36,300
Housing & Community Development (1.7%)	\$57,470
Capital Outlay (97.3%)	\$3,337,301



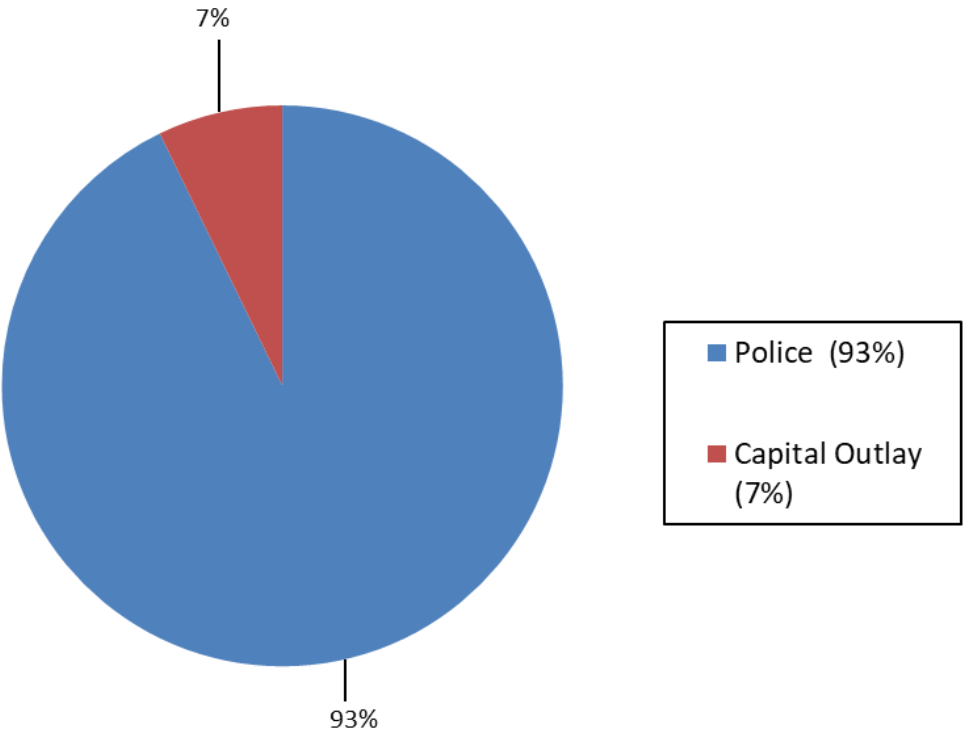
# Speed Camera Fund Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,561,395	1,463,521	1,227,061	1,300,000	1,250,000	1,250,000
Use of money and property	5,052	12,992	17,933	16,600	28,000	28,000
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,566,447</b>	<b>1,476,513</b>	<b>1,244,994</b>	<b>1,316,600</b>	<b>1,278,000</b>	<b>1,278,000</b>
<b><u>EXPENDITURES</u></b>						
Police	1,146,461	1,122,286	1,114,353	1,118,718	1,051,758	1,070,018
Capital Outlay	667,575	-	74,415	266,896	259,818	83,000
<b>Total Expenditures</b>	<b>1,814,036</b>	<b>1,122,286</b>	<b>1,188,768</b>	<b>1,385,614</b>	<b>1,311,576</b>	<b>1,153,018</b>
<b>Excess (deficiency) of revenues</b>						
<b>over expenditures</b>	<b>(247,589)</b>	<b>354,227</b>	<b>56,226</b>	<b>(69,014)</b>	<b>(33,576)</b>	<b>124,982</b>
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and</b>						
<b>other financing sources over</b>						
<b>expenditures and other financing uses</b>	<b>(247,589)</b>	<b>354,227</b>	<b>56,226</b>	<b>(69,014)</b>	<b>(33,576)</b>	<b>124,982</b>
<b><u>FUND BALANCE</u></b>						
Beginning of year	647,917	400,328	754,555	810,781	810,781	777,205
End of year	400,328	754,555	810,781	741,767	777,205	902,187

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

# Speed Camera Fund Expenditures

TOTAL EXPENDITURES	\$1,153,018
Police (93%)	\$1,070,018
Capital Outlay (7%)	\$83,000



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## City of Takoma Park



City Council Meeting

### General Government

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# Department Summary

## Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>General Management</i>	3.00	3.00	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	3.00	3.00
<i>City Clerk</i>	2.75	2.75	2.75
<b><i>Department Total FTEs</i></b>	<b>16.75</b>	<b>17.75</b>	<b>17.75</b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Passport Service</i>	59,860	56,000	59,000	56,000
<i>Investment Earnings</i>	126,546	75,000	295,334	242,400
<b><i>Subtotal</i></b>	<b>186,406</b>	<b>131,000</b>	<b>354,334</b>	<b>298,400</b>
<i>General Fund</i>	2,718,981	3,209,164	2,813,077	2,991,472
<b><i>Department Total</i></b>	<b>2,905,387</b>	<b>3,340,164</b>	<b>3,167,411</b>	<b>3,289,872</b>

## Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	1,525,824	1,625,000	1,609,192	1,725,500
<i>Fringe Benefits</i>	562,983	631,500	611,800	634,500
<i>Overtime</i>	17,176	14,000	19,000	13,800
<i>Employee Recognition</i>	5,182	3,660	3,555	3,600
<i>Contractual Labor</i>	0	0	0	0
<b><i>Personnel Subtotal</i></b>	<b>2,111,165</b>	<b>2,274,160</b>	<b>2,243,547</b>	<b>2,377,400</b>
<i>Supplies</i>	8,818	12,600	9,400	10,250
<i>Computer Expenditures</i>	18,198	21,200	18,169	15,000
<i>Services and Charges</i>	569,313	803,652	696,022	667,164
<i>Communications</i>	22,701	23,302	23,630	21,668
<i>Office Expenditures</i>	22,410	29,750	17,851	21,050
<i>Conferences, Training, &amp; Dues</i>	85,773	122,000	105,792	122,340
<i>Recruitment</i>	53,133	45,000	46,000	47,500
<i>Special Events &amp; Programs</i>	13,876	8,500	7,000	7,500
<b><i>Operating Expenditures Subtotal</i></b>	<b>794,222</b>	<b>1,066,004</b>	<b>923,864</b>	<b>912,472</b>
<b><i>Department Total</i></b>	<b>2,905,387</b>	<b>3,340,164</b>	<b>3,167,411</b>	<b>3,289,872</b>

<i>Dept. Expenditures by Division</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Legislative</i>	199,557	241,615	225,815	211,558
<i>General Management</i>	623,936	711,840	702,947	667,258
<i>Finance</i>	589,991	652,480	634,473	653,580
<i>Legal Services</i>	212,731	233,750	213,750	233,700
<i>Information Systems</i>	596,335	654,682	660,215	668,576
<i>Human Resources</i>	393,612	539,550	459,395	532,070
<i>City Clerk</i>	289,225	306,247	270,816	323,130
<b><i>Department Total</i></b>	<b>2,905,387</b>	<b>3,340,164</b>	<b>3,167,411</b>	<b>3,289,872</b>

## Department Summary

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### Adopted to Estimated Actual FY19:

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- *Departmental expenditures are expected to be \$172,753 less than budget.*
- *The variance is primarily attributable to position vacancies for a portion of the year and lower than anticipated costs for contracted legal services.*

### FY20 Budget Highlights:

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- *Departmental expenditures are \$50,292 lower compared to budgeted expenditures for FY19. While we anticipate increases in personnel related expenditures, they are offset by decreases in budgeted operating expenditures, primarily funds for the resident survey.*
- *Approximately 72.3 percent of departmental expenditures are personnel related, a 0.8 percent increase over FY19.*
- *Approximately 20.3 percent of departmental expenditures are for services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, payments to the County for billing services, legislative advocacy services, and City-wide technology licenses.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 2.1 percent of department expenditures.*
- *Approximately 3.7 percent of department expenditures are budgeted for association dues, conferences, and training.*

## 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.

<b>Division Expenditures</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Legislative</i>	199,557	241,615	225,815	211,558
<b>Division Total</b>	<b>199,557</b>	<b>241,615</b>	<b>225,815</b>	<b>211,558</b>

<b>Division Expenditures by Type</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Wages</i>	78,566	82,000	82,500	83,500
<i>Fringe Benefits</i>	30,862	30,500	31,800	30,500
<i>Overtime</i>	-	-	-	-
<b>Personnel Subtotal</b>	<b>109,428</b>	<b>112,500</b>	<b>114,300</b>	<b>114,000</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	49,226	80,965	75,265	50,700
<i>Communications</i>	4,539	4,650	3,750	4,598
<i>Office Expenditures</i>	6,926	5,000	3,500	3,000
<i>Conferences, Training, &amp; Dues</i>	15,562	30,000	22,000	31,760
<i>Special Events &amp; Programs</i>	13,876	8,500	7,000	7,500
<b>Operating Expenditures Subtotal</b>	<b>90,129</b>	<b>129,115</b>	<b>111,515</b>	<b>97,558</b>
<b>Division Total</b>	<b>199,557</b>	<b>241,615</b>	<b>225,815</b>	<b>211,558</b>

# Legislative

## Adopted to Estimated Actual FY19:

- *Division expenditures are anticipated to be \$15,800 less than budget.*
- *The variance is primarily attributable to lower than expected costs for contractual expenditures and conference attendance.*

## FY20 Budget Highlights:

- *Division expenditures are \$30,057 lower — a decrease of 12.4 percent — compared to budgeted expenditures for FY19.*
- *Approximately 53.9 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.*
- *Services and charges account for about 24 percent of the division budget. This category includes \$35,000 for State and County legislative advocacy, \$10,000 for racial equity facilitation/training, \$5,000 for Council scholarships for Montgomery College students, and \$700 to reimburse Councilmembers for transportation to Annapolis, Rockville, and other local destinations for City business.*
- *Communications expenditures comprise 2.2 percent of the Legislative Division budget. This includes \$4,598 for City-issued cell phones and related charges.*
- *The Office Expenditures category includes \$3,000 for miscellaneous expenses and small unanticipated expenditures. It accounts for 1.4 percent of the division budget.*
- *Approximately 15 percent of the division budget is for organization dues and conference attendance. Association dues are for the National League of Cities (\$1,500), Government Alliance for Race Equity (\$1,500), Mayors Innovation Project (\$1,000), MML (Maryland Municipal League) Montgomery Chapter and the Maryland Mayors' Association. Conferences budgeted for include the Maryland Municipal League Summer and Fall Conferences, the National League of Cities Congressional Cities Conference, City Summit, and Summer Leadership Conference, and the Maryland Mayors' Association (\$20,000).*
- *Special Events and Programs account for approximately 3.5 percent of the legislative budget. This category includes \$4,000 for City Council receptions and recognitions, MML meetings and events, and refreshments for City Council meetings. The budget includes \$2,500 to support the work of City boards, commissions and committees not budgeted for elsewhere. This category also includes City elections. Due to the change of date to coincide with presidential and gubernatorial elections, the next general election will take place in November 2020 (FY 21). For FY20, \$1,000 is budgeted for mailings and miscellaneous expenses related to City elections.*

## Division Purpose:

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*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:

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- *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 FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</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
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>General Management</i>	623,936	711,840	702,947	667,258
<b><i>Division Total</i></b>	<b>623,936</b>	<b>711,840</b>	<b>702,947</b>	<b>667,258</b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	398,348	420,000	420,000	430,000
<i>Fringe Benefits</i>	130,929	132,500	134,000	133,000
<i>Overtime</i>	295	1,000	500	300
<i>Employee Recognition</i>	90	90	90	2,590
<b><i>Personnel Subtotal</i></b>	<b>529,662</b>	<b>553,590</b>	<b>554,590</b>	<b>565,890</b>
<i>Supplies</i>	3,654	4,000	3,500	3,750
<i>Computer Expenditures</i>	-	500	-	2,000
<i>Services and Charges</i>	19,286	75,750	72,900	14,574
<i>Communications</i>	2,949	7,500	7,100	5,844
<i>Office Expenditures</i>	14,209	17,500	12,500	12,000
<i>Conferences, Training, &amp; Dues</i>	54,176	53,000	52,357	63,200
<b><i>Operating Expenditures Subtotal</i></b>	<b>94,274</b>	<b>158,250</b>	<b>148,357</b>	<b>101,368</b>
<b><i>Division Total</i></b>	<b>623,936</b>	<b>711,840</b>	<b>702,947</b>	<b>667,258</b>



### Adopted to Estimated Actual FY19:

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- *Division expenditures are expected to be \$8,893 less than budget.*

### FY20 Budget Highlights:

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- *Division expenditures are \$44,582 lower — a decrease of 6.2 percent — compared to budgeted expenditures for FY19. This decrease is primarily because \$60,000 budgeted in FY19 for a contracted community survey and focus groups is not needed in FY20 (we strive to conduct such surveys every three to four years).*
- *Approximately 84.8 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 3.5 percent of division expenditures.*
- *Services and charges account for 2.2 percent of division expenditures. This category includes items such as copying and printing costs and contractual services. The budget for FY20 is lower than last year due to completion of the resident survey.*
- *Approximately 9.5 percent of division expenditures are for association dues, conferences, and training. Association dues account for \$55,000 of the \$63,200 budgeted, and include the Maryland Municipal League and the Washington Metropolitan Council of Governments (MWCOC). Annual dues for the MWCOC have increased by over \$10,000, as member organizations have agreed to contribute to a new regional public safety fund that was previously funded through federal grants.*

# General Management

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## FY19 Accomplishments

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- *Efficient and effective administration of adopted budget.*
- *Management and coordination of City-wide service delivery and operations.*
- *Development of a proposed budget through a very transparent process that advances the Council's goals and priorities as established during and following their annual retreat.*
- *Oversight of administration of 2018 Resident Survey and focus groups.*
- *Advocacy for City's rights in regulating many aspects associated with installation of small cell antennas, including support provided to the City Attorney and contracted attorney in drafting the City's Ordinance and Administrative Regulations.*
- *Support to further Council's legislative priorities in Annapolis through management of legislative advocate.*
- *Participation in selection processes for a number of key positions, including Community Development Managers for Housing and Economic Development, Deputy Police Chief, and Communications Specialist.*
- *Facilitation of progress on development of draft Affordable Housing and Economic Development Strategic Plan.*
- *Outreach to local businesses regarding changes to commercial property taxes/inventory taxes.*
- *Facilitation of process to ensure that the City retained outright ownership of the Dorothy's Woods property.*
- *Representation of City through participation in various regional and national organizations, including the Metropolitan Washington Council of Governments, the Maryland Municipal League, the Maryland City and County Management Association, and the International City and County Management Association, among others.*

## FY20 Goals:

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- *Ensure that careful attention is given to balancing staff workload and administrative responsibilities, possibly through changes in some reporting relationships*
- *Continue to facilitate progress toward achievement of Council's priorities within adopted budget*
- *Hire excellent new Human Resources Director; ensure that performance evaluation system issues are addressed*
- *Hire excellent new Housing and Community Development Director; provide support for Housing and Community Development Managers in interim, including assistance with advancing affordable housing and economic development goals consistent with strategic plan*
- *Assist Council with Request for Proposals process as the existing contract with the City Attorney reaches the end of its five-year term*
- *Continue to work with Council, legislative advocates, and elected officials at other levels of government to ensure that plans for the future use of the Washington Adventist Hospital campus aligns with community needs*
- *Provide guidance to cross-departmental staff regarding community engagement associated with the Takoma Park Recreation Center*
- *Participate in regional racial equity training cohort through the Metropolitan Washington Council of Governments and the Governmental Alliance on Race and Equity*

## 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.
- Obtain Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States.
- 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 FY20 while continuing to maintain daily operations.
- Work with Investment Consultant to increase City's Socially Responsible Investment portfolio.
- Transition to paperless storage of Accounts Payable and General Ledger financial documents in the imaging system of City's financial software.

## Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY18	FY19	FY20
Unmodified audit opinion	Yes	Yes	Yes
Number of Audit Findings	None	None	None
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Distinguished Budget Presentation Award*		Yes	Yes
Percentage of employees on payroll direct deposit	92%	92%	92%
Number of payroll checks and direct deposits	5,600	5,605	5,606
Number of accounts payable checks issued	3,550	3,560	3,571
Number of rental license bills issued	670	670	680

\*FY19 was the first year the City submitted its budget for consideration of the award.

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	5.50	5.50	5.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Director of Finance</i>	1.00	1.00
<i>Budget Specialist</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Senior Accounting Assistant</i>	2.00	2.00
<i>Senior Accounting Assistant</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>5.50</b>	<b>5.50</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Finance</i>	589,991	652,480	634,473	653,580
<b><i>Division Total</i></b>	<b>589,991</b>	<b>652,480</b>	<b>634,473</b>	<b>653,580</b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	359,452	374,500	375,192	392,500
<i>Fringe Benefits</i>	152,805	161,500	163,500	167,000
<i>Overtime</i>	575	2,500	8,500	2,500
<i>Employee Recognition</i>	3,180	180	180	680
<b><i>Personnel Subtotal</i></b>	<b>516,012</b>	<b>538,680</b>	<b>547,372</b>	<b>562,680</b>
<i>Supplies</i>	1,347	3,000	2,000	2,000
<i>Computer Expenditures</i>	1,095	3,600	4,800	-
<i>Services and Charges</i>	68,780	90,200	72,850	77,150
<i>Communications</i>	1,883	2,400	2,250	2,550
<i>Office Expenditures</i>	435	6,000	801	3,300
<i>Conferences, Training, &amp; Dues</i>	439	8,600	4,400	5,900
<b><i>Operating Expenditures Subtotal</i></b>	<b>73,979</b>	<b>113,800</b>	<b>87,101</b>	<b>90,900</b>
<b><i>Division Total</i></b>	<b>589,991</b>	<b>652,480</b>	<b>634,473</b>	<b>653,580</b>

# Finance

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## Adopted to Estimated Actual FY19:

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- *Division expenditures are expected to be \$18,007 less than budget.*
- *The variance is attributable to a reduction in services and charges. The County's billing of real property taxes and Stormwater fees are \$9,725 less than estimated. There is a cost savings of \$5,000 in investment expenses as we have not yet contractually engaged a consultant for our socially responsible investment work.*

## FY20 Budget Highlights:

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- *Division expenditures are \$1,100 higher – an increase of 0.2 percent – compared to budgeted expenditures for FY19. The variance is attributable to the increase in personnel costs. Additional funds are provided for conferences and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 86.1 percent of division expenditures are personnel related.*
- *Supplies account for 0.3 percent of the division budget. The category includes tax forms and stationery.*
- *Services and charges account for 11.8 percent of the division budget. The contract charges include Montgomery County property tax and stormwater billing (\$16,500), Independent auditing fee (\$35,700), CAFR preparation and reporting fee (\$9,500) and meter coin processing fee (\$4,500).*
- *Communications account for 0.4 percent of the division budget. The charges include telephone (\$1,850) and cell phone (\$700).*
- *Conferences, training, and dues account for 0.9 percent of the division budget. They include professional membership fees (\$400), conferences (\$3,500) and local training (\$2,000).*

## FY19 Accomplishments:

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- *The final stage of financial system upgrade in relation to credit card merchant service improvements was completed in May 2019. Both Finance Office and Public Works Department are providing Point-of-Sale (POS) credit card services simultaneously.*
- *Received Certificate of Achievement for Excellence in Budget Document Award for the Adopted Budget of Fiscal Year 2019.*

## FY20 Goals:

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- *Continue to follow the GFOA guidelines to implement additional qualitative and quantitative budget information in the Adopted FY20 Budget and strive for the Certification of Achievement for Excellence for Budget Document.*
- *To incorporate a Socially Responsible Investment portfolio in the City's Investment plan and work to implement a Socially Responsible Investment and Banking Policy.*
- *In response to the Nuclear Free Committee to further investigate the feasibility of switching business checking and credit card accounts to a bank which is actively involved in community services and development.*
- *Facilitate progress toward the Council's Priorities in fiscal prudence by improving the required reserve balance.*
- *Monitor cash flow to maximize investment income.*



## Legal Services

### 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, and other matters as needed.

### 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 and staff on labor, development, and other legal matters.

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Legal</i>	<i>212,731</i>	<i>233,750</i>	<i>213,750</i>	<i>233,700</i>
<b><i>Division Total</i></b>	<b><i>212,731</i></b>	<b><i>233,750</i></b>	<b><i>213,750</i></b>	<b><i>233,700</i></b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Supplies</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Services and Charges</i>	<i>211,418</i>	<i>232,000</i>	<i>212,000</i>	<i>232,500</i>
<i>Conferences, Training, &amp; Dues</i>	<i>1,313</i>	<i>1,750</i>	<i>1,750</i>	<i>1,200</i>
<b><i>Operating Expenditures Subtotal</i></b>	<b><i>212,731</i></b>	<b><i>233,750</i></b>	<b><i>213,750</i></b>	<b><i>233,700</i></b>
<b><i>Division Total</i></b>	<b><i>212,731</i></b>	<b><i>233,750</i></b>	<b><i>213,750</i></b>	<b><i>233,700</i></b>

## Adopted to Estimated Actual FY19:

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- *Division expenditures are expected to be \$20,000 less than budget.*
- *This variance is primarily attributable to lower than expected costs for contracted legal services.*

## FY20 Budget Highlights:

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- *Division expenditures are expected to be about the same in FY20 as they were in FY19, although there is some uncertainty as the existing five-year contract with the City Attorney reaches the end of its term during FY20.*
- *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 \$182,500.*
- *The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters. The budget for labor counsel is \$30,000, up from \$20,000 in FY19 but down \$50,000 from FY18 when union contract negotiations occurred. The increase in FY20 is due to expected legal expenses associated with union negotiations.*
- *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 total less than one percent of division expenditures.*

# Information Systems

## Division Purpose:

The Information Systems Department is responsible for providing strategic technology direction, the central IT support organization and IT operational policies and standards, and coordinating major City-wide initiatives including: IT project management, the City's IT budget, and City-wide technologies and applications.

## 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.
- Complete server virtualization and consolidation efforts thereby reducing power consumption and providing system redundancy.
- Create a cloud based disaster recovery platform to shorten system recovery time in the event that Takoma Park's hosting facility becomes nonfunctional.
- Complete changeover to reliable Internet bandwidth in preparation for a switch from PBX to Voice Over IP (VoIP) telephone service.
- Continue supporting the 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 FY18	Estimated FY19	Projected FY20
Network uptime	99.80%	99.90%	99.99%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	98.22%	99.52%	99.99%
Servers in VMWare environment	21	25	25
Applications in the Cloud	14	15	17
Number of Help Desk calls	2,070	1,620	1,750

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.50	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Information Technology Director</i>	1.00	1.00
<i>Network Engineer</i>	1.00	1.00
<i>Applications and Hardware Administrator</i>	1.00	1.00
<i>Administrative Assistant</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>3.50</b>	<b>3.50</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Information Systems</i>	596,335	654,682	660,215	668,576
<b><i>Division Total</i></b>	<b>596,335</b>	<b>654,682</b>	<b>660,215</b>	<b>668,576</b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	269,926	280,000	280,000	319,000
<i>Fringe Benefits</i>	97,070	111,500	119,500	119,500
<i>Overtime</i>	8,174	4,000	5,000	6,000
<i>Employee Recognition</i>	1,105	1,620	1,635	120
<b><i>Personnel Subtotal</i></b>	<b>376,275</b>	<b>397,120</b>	<b>406,135</b>	<b>444,620</b>
<i>Supplies</i>	158	2,000	2,000	2,000
<i>Computer Expenditures</i>	13,862	7,500	7,000	9,000
<i>Services and Charges</i>	196,309	232,990	231,150	202,340
<i>Communications</i>	9,556	4,572	6,280	3,516
<i>Office Expenditures</i>	155	250	150	250
<i>Conferences, Training, &amp; Dues</i>	20	10,250	7,500	6,850
<b><i>Operating Expenditures Subtotal</i></b>	<b>220,060</b>	<b>257,562</b>	<b>254,080</b>	<b>223,956</b>
<b><i>Division Total</i></b>	<b>596,335</b>	<b>654,682</b>	<b>660,215</b>	<b>668,576</b>

# Information Systems

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## Adopted to Estimated Actual FY19:

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- *Division expenditures are expected to be \$5,533 more than budget. The variance is primarily attributable to the elimination of contracted IT services, which have been brought in-house, and the rescheduling of a vulnerability assessment until FY20.*

## FY20 Budget Highlights:

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- *Overall division expenditures are \$13,894 higher – an increase of 2.1 percent – compared to budgeted expenditures for FY19. The overall increase is the result of an increases in personnel costs though there is a \$33,606 reduction in operating expenditures in FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 66.5 percent of division expenditures are personnel costs. These personnel costs increased 12 percent due to a promotion and a salary adjustment based on the employee compensation study.*
- *Services and charges account for 30.3 percent of division expenditures a reduction of 13.2 percent from FY19. 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 and malware 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.*

## FY19 Accomplishments:

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- *Upgraded the City's Internet connectivity to improve the reliability and performance for City staff and residents. This upgrade was necessary to ensure the reliability and performance of current operations as well as future projects.*
- *Replaced the City's networking equipment (routers, switches, and firewalls) that was beyond its useful lifespan. The new equipment increases the capacity and performance of the network and also provides security enhancements and network management capabilities.*
- *All departments and operations within the City have enhanced web filtering to protect the City's network from malware and ensure proper use of City's network by staff and residents.*

- *Implemented a credit card processing system that is integrated into the City's finance system. This system replaces a 3rd party payment services provider and allows Takoma Park to process payments directly.*

## FY20 Goals:

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- *Effectively manage the delivery and maintenance of City-wide technology.*
- *Implement and maintain an effective IT governance plan.*
- *Ensure a skilled, responsive, and innovative workforce that keeps current with evolving technologies by promoting staff training and development.*
- *Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology.*

# Human Resources

## Division Purpose:

*The Department is responsible for providing human resources related services and support in the areas of compensation & benefits, employee relations, legal compliance, recruitment & retention, risk management and training for the City's employees and management.*

## Management Objectives:

- *Revision of performance evaluation process and forms.*
- *Succession Planning and training for skills improvement.*
- *Improve employee recognition programs.*
- *Strengthen safety culture by reducing workplace incidents.*
- *Reduce total days to hire.*
- *Initiate training in and implementation of shared racial equity framework.*

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Total New Hires	35	56	63	65
Average Days to Hire	80	80	115	90
Number of Workers' Comp Injuries	25	25	23	18
Number of Days Off Due to Injuries	300	300	550	250



<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	2.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Human Resources Director</i>	1.00	1.00
<i>Human Resources Generalist</i>	1.00	1.00
<i>Human Resources Coordinator</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Human Resources</i>	393,612	539,550	459,395	532,070
<b><i>Division Total</i></b>	<b>393,612</b>	<b>539,550</b>	<b>459,395</b>	<b>532,070</b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	222,959	272,500	265,000	281,000
<i>Fringe Benefits</i>	81,551	115,000	102,000	106,000
<i>Overtime</i>	5,338	4,500	4,500	4,000
<i>Employee Recognition</i>	717	150	90	120
<b><i>Personnel Subtotal</i></b>	<b>310,565</b>	<b>392,150</b>	<b>371,590</b>	<b>391,120</b>
<i>Supplies</i>	2,961	2,600	1,100	1,500
<i>Computer Expenditures</i>	2,044	9,000	5,060	2,800
<i>Services and Charges</i>	14,432	77,500	21,360	78,600
<i>Communications</i>	2,183	2,200	2,800	3,600
<i>Office Expenditures</i>	60	500	500	500
<i>Conferences, Training, &amp; Dues</i>	8,234	10,600	10,985	6,450
<i>Recruitment</i>	53,133	45,000	46,000	47,500
<b><i>Operating Expenditures Subtotal</i></b>	<b>83,047</b>	<b>147,400</b>	<b>87,805</b>	<b>140,950</b>
<b><i>Division Total</i></b>	<b>393,612</b>	<b>539,550</b>	<b>459,395</b>	<b>532,070</b>

## Adopted to Estimated Actual FY19:

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- *Division expenditures are expected to be \$80,155 less than budget.*
- *The variance is attributable to unspent or reduced expenditures in the services and charges, and personnel accounts. The reduction is in contracts (which includes the consultant assessment of the performance evaluation system), computer equipment, and printing costs.*

## FY 20 Budget Highlights:

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- Division expenditures are nearly flat compared to budgeted expenditures for FY19
- Wages increase 3.1 percent (\$8,500) from \$272,500 to \$281,000.
- The reduction in conferences and training by 39.2 percent (\$4,150) from \$10,600 to \$6,450 and computer expenditures by 68 percent (\$6,200) from \$9,000 to \$2,800 offset the increase in wages and recruitment expenditures to keep the expenditures for the department largely unchanged.
- Approximately 73.5 percent or \$392,120 of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 14.8 percent or \$78,600 of division expenditures and includes funding for a contract for services to review the performance evaluation system.
- Communications, which consists of cell phone and telephone costs, increases \$1,400 or 63.6 percent. This increase is attributable to the replacement of a current cell phone and the addition of a cell phone for the department staff.
- Approximately 8.9 percent of division expenditures are categorized as recruitment expenses. This category includes \$47,500 - an increase of \$2,500 - for job announcements, background checks, and other employee recruitment costs.

## FY19 Accomplishments:

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- *Designed, implemented and conducted a Police Promotional process which included the ranks of Corporal, Sergeant and Lieutenant.*
- *Filled thirty-four vacancies including a Deputy Police Chief*
- *Implemented digital onboarding for medical, dental and vision benefits*

- *Reduced workers' compensation experience modification rate by 40% from 1.32 to .92*
- *Standardized the recruitment process for Police vacancies*
- *Completed compensation study to provide updated sustainable, competitive salaries for staff*
- *Held a health and wellness fair promoting healthy lifestyles for staff*
- *Commemorated Police Week for our Police Officers to acknowledge their service to the community*

### FY20 Goals:

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- *Racial equity training*  
*The Human Resources department will continue to focus on ensuring racial equity in many areas, including: recruiting, hiring, volunteering, and training of staff in all departments. Trainings will focus on inclusion, biases, discrimination, and systemic inequities.*
- *Safety training and messaging*  
*Communication regarding safety in the workplace will be disseminated and highlighted, and trainings will focus on safety issues, such as: safety audits, use of department specific personal protective equipment, preventative maintenance to ensure a safe workplace, and compliance with workers' compensation requirements.*
- *Health and wellness campaign*  
*Human Resources will host a Second Annual Health and Wellness Fair. We are also hoping to develop other wellness initiatives, contests, and information sessions to promote a focus of health and wellness.*
- *Supervisory training*  
*We will be conducting a number of management and supervisory trainings over the next year. These will likely include: engaging employees, handling difficult conversations, effective performance management, FMLA and worker's compensation compliance and administration, succession planning, and maximizing performance.*

## 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.*
- *Review and recommend revisions to the City Charter and Code related to municipal elections.*
- *Support City board, commission and committee activities, meetings, and membership.*
- *Provide a high level of customer service to the City Council, residents, and staff.*

## Performance/Workload Measures:

Measurement	Actual FY18	Estimated FY19	Projected FY20
Number of Council meeting supported	51	48	50
Number of other meetings supported	19	15	20
Number of committee applicants processed	53	55	60
Number of Public Information Act requests	20	18	20

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	2.75	2.75	2.75
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</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
<b><i>Division Total FTEs</i></b>	<b>2.75</b>	<b>2.75</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>City Clerk</i>	289,225	306,247	270,816	323,130
<b><i>Division Total</i></b>	<b>289,225</b>	<b>306,247</b>	<b>270,816</b>	<b>323,130</b>

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	196,574	196,000	186,500	219,500
<i>Fringe Benefits</i>	69,765	80,500	61,000	78,500
<i>Overtime</i>	2,794	2,000	500	1,000
<i>Employee Recognition</i>	90	1,620	1,560	90
<b><i>Personnel Subtotal</i></b>	<b>269,223</b>	<b>280,120</b>	<b>249,560</b>	<b>299,090</b>
<i>Supplies</i>	699	1,000	800	1,000
<i>Computer Expenditures</i>	1,197	600	1,309	1,200
<i>Services and Charges</i>	9,863	14,247	10,497	11,300
<i>Communications</i>	1,590	1,980	1,450	1,560
<i>Office Expenditures</i>	625	500	400	2,000
<i>Conferences, Training, &amp; Dues</i>	6,028	7,800	6,800	6,980
<b><i>Operating Expenditures Subtotal</i></b>	<b>20,002</b>	<b>26,127</b>	<b>21,256</b>	<b>24,040</b>
<b><i>Division Total</i></b>	<b>289,225</b>	<b>306,247</b>	<b>270,816</b>	<b>323,130</b>

## Adopted to Estimated Actual FY19:

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- *Division expenditures are projected to be \$35,431 less than budget.*
- *This variance is primarily attributable to lower than anticipated costs for fringe benefits and salaries due to a position vacancy.*

## FY20 Budget Highlights:

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- *Division expenditures for FY20 are \$16,883 higher – an increase of 5.5 percent – compared to budgeted expenditures for FY19.*
- *Approximately 92.6 percent of division expenditures are personnel related.*
- *Combined expenditures classified as supplies, computer expenditures, communications, and office expenditures total \$5,760 or 1.8 percent of the division budget.*
- *Services and charges account for around 3.5 percent of the division budget. This category includes \$1,500 for publication of legal notices, \$2,000 for codification of ordinances and web hosting of the City Code, and \$7,200 for online form submission software and service.*
- *Conferences, training and dues are approximately 2.2 percent of the division budget (\$9,980).*

## FY19 Accomplishments:

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- *Implemented Commemorative Plaque Tree and Bench Program with the Commemoration Commission.*
- *Implemented New Video Streaming Platform for City Council Meetings.*

## FY20 Goals:

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- *Finalize City Code and Charter amendments in preparation for the November 2020 City Election and complete Memorandum of Understanding with the Montgomery County Board of Elections for co-locating elections on November 3, 2020.*
- *Revise and Update Records Retention Schedules.*
- *Work with other departments to identify and recommend software tools for public engagement, coordination of address-specific data across departments, and document management.*

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## City of Takoma Park



City of Takoma Park Police Department

## Police

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## Department Summary

### Division Purpose:

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 community engagement and 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.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Office of the Chief</i>	3.00	3.00	4.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	29.00	30.00	28.00
<i>Support Services</i>	11.80	11.80	11.80
<i>Administrative Services</i>	7.65	7.65	8.65
<i>Neighborhood Services</i>	4.50	4.50	5.00
<b><i>Department Total FTEs</i></b>	<b>62.95</b>	<b>63.95</b>	<b>64.45</b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Police Protection (State)</i>	457,251	415,436	455,000	442,995
<i>County Police Rebate</i>	1,013,685	1,028,000	1,028,000	1,126,765
<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>	243,290	300,000	210,000	210,000
<i>Public Parking Facilities</i>	107,907	95,000	100,000	200,000
<i>Parking Permits</i>	11,491	10,000	11,000	11,000
<i>Parking Administrative Fees</i>	3,625	6,000	4,000	4,000
<i>Municipal Infractions</i>	10,691	10,000	10,000	10,000
<b><i>Subtotal</i></b>	<b>4,545,469</b>	<b>4,561,967</b>	<b>4,515,531</b>	<b>4,702,291</b>
<i>General Fund</i>	3,139,819	3,947,982	3,783,446	3,582,019
<b><i>Department Total</i></b>	<b>7,685,288</b>	<b>8,509,949</b>	<b>8,298,977</b>	<b>8,284,310</b>

## Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	3,920,364	4,362,800	4,284,800	4,244,500
<i>Car and Clothing Allowances</i>	50,279	87,210	79,875	89,250
<i>Fringe Benefits</i>	2,347,217	2,531,435	2,444,750	2,522,300
<i>Overtime</i>	455,476	465,500	479,500	480,000
<i>Overtime -Training</i>	60,870	64,000	62,000	57,000
<i>Overtime -Holiday</i>	2,931	13,000	11,101	12,000
<i>Night Differential</i>	63,604	71,000	56,600	72,000
<i>Overtime -Court</i>	56,972	63,000	32,000	51,000
<i>Overtime Staffing</i>	48,920	61,000	49,700	22,500
<i>K-9 Allowance</i>	5,940	18,500	14,000	5,720
<i>Employee Recognition</i>	16,291	17,110	14,154	7,399
<b><i>Personnel Subtotal</i></b>	<b>7,028,863</b>	<b>7,754,555</b>	<b>7,528,480</b>	<b>7,563,669</b>
<i>Supplies</i>	72,669	91,213	104,343	92,218
<i>Computer Expenditures</i>	35,484	22,350	27,796	22,700
<i>Vehicle Fuel</i>	105,774	119,250	101,000	107,000
<i>Repairs &amp; Maintenance</i>	82,017	71,445	80,000	79,000
<i>Services and Charges</i>	179,509	254,625	254,525	224,133
<i>Communication</i>	60,809	62,680	65,405	64,340
<i>Office Expenditures</i>	33,987	28,200	28,200	28,200
<i>Conferences, Training, &amp; Dues</i>	68,819	82,325	85,903	76,990
<i>Recruitment</i>	8,478	12,190	12,190	14,920
<i>Special Events &amp; Programs</i>	8,880	11,116	11,135	11,140
<b><i>Operating Expenditures Subtotal</i></b>	<b>656,425</b>	<b>755,394</b>	<b>770,497</b>	<b>720,641</b>
<b><i>Department Total</i></b>	<b>7,685,288</b>	<b>8,509,949</b>	<b>8,298,977</b>	<b>8,284,310</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Office of the Chief</i>	567,867	698,960	806,725	891,609
<i>Communications</i>	471,725	604,560	560,350	608,570
<i>Operations</i>	3,920,793	4,218,158	3,963,418	4,068,838
<i>Criminal Investigations</i>	1,599,944	1,680,777	1,543,985	1,053,550
<i>Administrative Services</i>	798,738	833,924	946,938	1,139,893
<i>Neighborhood Services</i>	326,221	473,570	477,561	522,050
<b><i>Department Total</i></b>	<b>7,685,288</b>	<b>8,509,949</b>	<b>8,298,977</b>	<b>8,284,310</b>

# Department Summary

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## Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$210,972 less than budget.
- The variance is attributable to lower than anticipated personnel costs due to staff vacancies.

## FY20 Budget Highlights:

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- Departmental expenditures are down \$225,639 – a decrease of 2.7 percent – compared to budgeted expenditures for FY19.
- The variance is attributable to lower than anticipated personnel costs due to the reorganization of the department.
- Approximately 91.3 percent or \$7.6 million of departmental expenditures are personnel related.
- Supplies account for about 1.1 percent of the departmental expenditures which include various items such as body armor and uniforms for new hires (\$16,614), detective supplies (\$5,000), expendable supplies (\$15,000), Clean and Lien (\$5,000), and educational supplies related to Neighborhood Services Team activities (\$14,500).
- Vehicle related expenditures account for about 2.2 percent of adopted departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$107,000) and vehicle repair materials (\$79,000).
- Services and charges account for about 2.7 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.

## FY19 Accomplishments:

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- Reorganization of the Department's Command Staff, with the hiring of a Deputy Chief and promotion of four Sergeants to Lieutenant.
- Hired 2 recruits who started the Montgomery County Police Academy in August, 2018 and graduated in February 2019. 5 more recruits were hired in January, 2019 and are scheduled to graduate in August, 2019, bringing the Police Department up to full staffing.

## Department Summary

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- The acquisition of the Spacesaver solution for Property and Evidence has created more space and manageability to our property and evidence section. The storage location for the police department's property and evidence has been greatly improved and enhanced with this solution.
- The Criminal Investigations Section received an upgrade to the work environment with new furniture and carpeting. The Criminal Investigations Section was remodeled to add additional space and has improved the working conditions for investigators.
- The department has upgraded its body worn cameras to the Axon 2 system to coincide with the purchase and installation of the Axon Fleet in-car camera system.
- The Department has continued to see a reduction in crime, with a 6.67% reduction in Part 1 crimes in calendar year 2018 as opposed to 2017. Since 2014, there has been a 30% reduction in Part 1 crimes in Takoma Park.
- The Department now has a certified car seat installer, and held a car seat installation program in partnership with the Montgomery County Volunteer Fire Department.

### FY20 Goals:

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- The mobile surveillance solution that was previously approved but not purchased will allow the department the flexibility to provide a mobile solution for special events and to address crime trends.
- Working towards the implementation of a complaint mediation program.
- Upcoming construction work in the Police Department will provide greater work space, and provide better and more professional working conditions for staff.

# 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	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of officers hired	5	4	7	4
Number of civilians hired	-	3	2	3
Emergency Management activities	12	53	50	50
Emergency Management training	10	44	40	40
Community events	18	38	35	35
Community advisories	328	328	328	325
Council of Governments meetings	24	24	24	24

<b>Staffing Summary by Position Type (FTEs)</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Adopted FY20</b>
<i>FTEs with benefits</i>	3.00	3.00	4.00
<i>FTEs without benefits</i>	-	-	-
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

<b>Position Title</b>	<b>Adopted FY19</b>	<b>Adopted FY20</b>
<i>Chief of Police</i>	1.00	1.00
<i>Deputy Chief of Police</i>	-	1.00
<i>Emergency Manager</i>	1.00	1.00
<i>PIO / Executive Assistant</i>	1.00	1.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>4.00</b>

<b>Division Expenditures</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Office of the Chief</i>	567,867	698,960	806,725	891,609
<b>Division Total</b>	<b>567,867</b>	<b>698,960</b>	<b>806,725</b>	<b>891,609</b>

<b>Division Expenditures by TYPE</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Wages</i>	228,660	285,000	329,000	421,000
<i>Car and Clothing Allowances</i>	-	2,000	2,000	2,000
<i>Fringe Benefits</i>	57,983	124,500	168,250	208,000
<i>Overtime</i>	10,827	10,000	10,000	10,000
<i>Employee Recognition</i>	1,881	590	590	120
<b>Personnel Subtotal</b>	<b>299,351</b>	<b>422,090</b>	<b>509,840</b>	<b>641,120</b>
<i>Supplies</i>	30,512	26,915	38,680	24,950
<i>Computer Expenditures</i>	3,942	-	4,653	4,600
<i>Services and Charges</i>	142,893	136,324	136,324	109,889
<i>Office Expenditures</i>	17,478	15,000	15,000	15,000
<i>Conferences, Training, &amp; Dues</i>	56,333	75,325	78,903	69,990
<i>Recruitment</i>	8,478	12,190	12,190	14,920
<i>Special Events &amp; Programs</i>	8,880	11,116	11,135	11,140
<b>Operating Expenditures Subtotal</b>	<b>268,516</b>	<b>276,870</b>	<b>296,885</b>	<b>250,489</b>
<b>Division Total</b>	<b>567,867</b>	<b>698,960</b>	<b>806,725</b>	<b>891,609</b>

# Office of the Chief

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$107,765 more than budget.
- The variance is attributable in part to filling the newly created Deputy Police Chief position.

## FY 20 Budget Highlights:

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- Division expenditures are \$192,649 higher – an increase of 21.6 percent – compared to budgeted expenditures for FY19.
- The variance is attributable primarily to the hiring of the Deputy Police Chief.
- Division FTEs increase from 3.0 to 4.0 with the hiring of the Deputy Police Chief.
- Approximately 71.9 percent of division expenditures are personnel related.
- Supplies account for about 2.8 percent of division expenditures, which mainly include purchases related to body armor and uniforms for new hires (\$16,614), replacement of aging body armor for existing staff (\$4,276), and uniforms for civilian staff (\$3,000).
- Services and charges account for about 12.3 percent of division expenditures and include contractual costs, which have an associated combined cost of \$109,889. The main expense under this category is for storage of video from body and in-car cameras, which are estimated to be \$98,167 in FY20. The increase from FY19 is due to the addition of in car cameras.
- Conferences, training, and dues account for about 7.8 percent or \$69,990 of division expenditures which are largely comprised of the police accreditation program (\$15,000), firearms training (\$20,000) and other training and conferences, including the International Association of Chiefs of Police, Maryland Chiefs Conference, FBI National Academy Conference (\$18,000). Other professional organization training totals \$4,600.
- Recruitment accounts for just under 1.7 percent of division expenditures and includes job fairs (\$2,700), medical, psychological and polygraph tests (\$10,380), and credit reporting, fingerprinting and office supplies (\$1,840).
- Special Events and Programs account for a little over 1.2 percent of division expenditures, which consists of Emergency Response Team supplies (\$2,500) and the Neighborhood Services Team vehicle lease (\$8,640), a pilot program.
- Office Expenditures account for 1.7% of division expenditures which mainly include the employee recognition and awards event (\$7,500).
- Computer expenditures account for 0.5 percent of the division expenditures. These funds are used to replace aging computer equipment (\$4,600).

## 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

- Renovate Dispatch office space.
- Improve customer service skills through regular training.
- Fill all staff vacancies.

## Performance/Workload Measures:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Number of calls for service dispatched	13,484	14,000	16,000
Phone Calls received	15,936	18,000	20,000
Training classes	84	84	84
Warrants Processed	311	400	400



# Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	7.00	7.00	7.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Senior Dispatcher</i>	1.00	1.00
<i>Police Dispatcher</i>	6.00	6.00
<b><i>Division Total FTEs</i></b>	<b>7.00</b>	<b>7.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Communications</i>	471,725	604,560	560,350	608,570
<b><i>Division Total</i></b>	<b>471,725</b>	<b>604,560</b>	<b>560,350</b>	<b>608,570</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	273,033	361,000	340,000	371,000
<i>Car and Clothing Allowances</i>	1,440	3,010	3,000	3,360
<i>Fringe Benefits</i>	108,928	152,200	125,000	142,500
<i>Overtime</i>	41,411	41,000	50,000	45,000
<i>Overtime -Training</i>	-	1,000	-	-
<i>Night Differential</i>	7,923	13,500	10,000	13,500
<i>Employee Recognition</i>	150	3,210	2710	210
<b><i>Personnel Subtotal</i></b>	<b>432,885</b>	<b>574,920</b>	<b>530,710</b>	<b>575,570</b>
<i>Supplies</i>	-	-	-	3,360
<i>Computer Expenditures</i>	677	5,300	5,300	5,300
<i>Services and Charges</i>	-	-	-	-
<i>Communication</i>	25,054	24,140	24,140	24,140
<i>Office Expenditures</i>	13,109	200	200	200
<b><i>Operating Expenditures Subtotal</i></b>	<b>38,840</b>	<b>29,640</b>	<b>29,640</b>	<b>33,000</b>
<b><i>Division Total</i></b>	<b>471,725</b>	<b>604,560</b>	<b>560,350</b>	<b>608,570</b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$44,210 less than budget.
- The variance is attributable to ongoing staff vacancies.

### FY20 Budget Highlights:

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- Division expenditures are \$4,010 higher — an increase of .6 percent — compared to budgeted expenditures for FY19.
- Division FTEs remain unchanged.
- Approximately 94.6 percent of division expenditures are personnel related.
- The total operating expenditures represent about 5.4 percent of division expenditures. The main cost is under the communication category, which includes the cost of wireless internet access for the in-car computer systems (\$24,140) and radio maintenance (\$3,500).
- Supplies account for 0.5 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.
- Computer Expenditures account for just under 0.9 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.

# Operations

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## Division Purpose:

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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

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

## Performance/Workload Measures:

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Measurement	Calendar 2017	Calendar 2018	Projected 2019
Number of Security Surveys	20	20	20
Foot and Bike Patrol Hours	3,787	3,976.5	4,000
Number of Vacant Home Checks	85	116	120
Number of traffic stops	3,524	3,333	3,500

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	29.00	30.00	28.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>29.00</b>	<b>30.00</b>	<b>28.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	1.00
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	25.00	22.00
<b><i>Division Total FTEs</i></b>	<b>30.00</b>	<b>28.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Operations</i>	3,920,793	4,218,158	3,963,418	4,068,638
<b><i>Division Total</i></b>	<b>3,920,793</b>	<b>4,218,158</b>	<b>3,963,418</b>	<b>4,068,638</b>

# Operations

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	<i>1,917,285</i>	<i>2,088,800</i>	<i>2,088,000</i>	<i>2,000,000</i>
<i>Car and Clothing Allowances</i>	<i>30,919</i>	<i>57,000</i>	<i>57,000</i>	<i>52,000</i>
<i>Fringe Benefits</i>	<i>1,294,462</i>	<i>1,366,735</i>	<i>1,178,000</i>	<i>1,384,800</i>
<i>Overtime</i>	<i>289,652</i>	<i>295,000</i>	<i>285,000</i>	<i>295,000</i>
<i>Overtime -Training</i>	<i>54,828</i>	<i>55,000</i>	<i>60,000</i>	<i>55,000</i>
<i>Overtime -Holiday</i>	<i>2831</i>	<i>9,000</i>	<i>11,000</i>	<i>11,000</i>
<i>Night Differential</i>	<i>45,459</i>	<i>45,000</i>	<i>40,000</i>	<i>45,000</i>
<i>Overtime -Court</i>	<i>51,114</i>	<i>55,000</i>	<i>31,000</i>	<i>50,000</i>
<i>Overtime Staffing</i>	<i>47,739</i>	<i>60,000</i>	<i>43,500</i>	<i>20,000</i>
<i>K-9 Allowance</i>	<i>5,940</i>	<i>18,500</i>	<i>14,000</i>	<i>5,720</i>
<i>Employee Recognition</i>	<i>1,190</i>	<i>4,430</i>	<i>4,220</i>	<i>4,310</i>
<b><i>Personnel Subtotal</i></b>	<b><i>3,741,419</i></b>	<b><i>4,054,465</i></b>	<b><i>3,811,720</i></b>	<b><i>3,922,830</i></b>
<i>Supplies</i>	<i>18,675</i>	<i>19,798</i>	<i>19,798</i>	<i>14,408</i>
<i>Computer Expenditures</i>	<i>10,840</i>	<i>2,400</i>	<i>2,400</i>	<i>2,400</i>
<i>Vehicle Fuel</i>	<i>83,902</i>	<i>92,000</i>	<i>80,000</i>	<i>85,000</i>
<i>Repairs &amp; Maintenance</i>	<i>54,710</i>	<i>43,145</i>	<i>44,000</i>	<i>42,000</i>
<i>Services and Charges</i>	<i>6,946</i>	<i>5,350</i>	<i>4,500</i>	<i>1,000</i>
<i>Office Expenditures</i>	<i>301</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>
<i>Conferences, Training, &amp; Dues</i>	<i>4,000</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b><i>Operating Expenditures Subtotal</i></b>	<b><i>179,374</i></b>	<b><i>163,693</i></b>	<b><i>151,698</i></b>	<b><i>145,808</i></b>
<b><i>Division Total</i></b>	<b><i>3,920,793</i></b>	<b><i>4,218,158</i></b>	<b><i>3,963,418</i></b>	<b><i>4,068,638</i></b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$254,740 less than budget.
- The variance is primarily attributable to lower than expected overtime and fuel costs.

## FY20 Budget Highlights:

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- Division expenditures are \$149,520 lower — a decrease of 3.5 percent — compared to budgeted expenditures for FY19.
- Approximately 96.4 percent of division expenditures are personnel related.
- Supplies account for about 0.4 percent of division expenditures. This category includes expendable supplies such as e-ticket paper (\$1,000), patrol shields (\$1,500), road flares (\$2,500), Taser supplies (\$2,000), and K-9 supplies (\$3,598).
- Vehicle fuel accounts for the largest spending in the division operating expenditures, approximately two percent (\$85,000), which is solely comprised of gasoline for all the police vehicles.
- Repairs and maintenance accounts for the second largest spending in the division operating expenditures, approximately one percent (\$42,000). This category includes repair and maintenance for all of the police vehicles.
- Conferences, dues, and training for Operations staff is included in the Office of the Chief division, as it may cover staff from other divisions in the Police Department.

# Criminal Investigations

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## Division Purpose:

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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:

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

## Performance/Workload Measures:

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Measurement	Calendar 2017	Calendar 2018	Projected 2019
Number of cases assigned	195	158	165
Number of cases closed	111	100	110
Number of cases exceptionally cleared	12	8	10
Closure/clearance percentage	59	63	60
Number of search warrants obtained	20	67	25
Number of arrest warrants obtained	59	28	50

## Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	11.80	11.80	11.80
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>11.80</b>	<b>11.80</b>	<b>11.80</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	1.00
<i>Police Sergeant</i>	2.00	2.00
<i>Police Officer</i>	6.00	5.00
<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
<b><i>Division Total FTEs</i></b>	<b>11.80</b>	<b>11.80</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Criminal Investigations</i>	1,599,944	1,680,777	1,543,985	1,053,550
<b><i>Division Total</i></b>	<b>1,599,944</b>	<b>1,680,777</b>	<b>1,543,985</b>	<b>1,053,550</b>



# Criminal Investigations

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	<i>854,048</i>	<i>923,000</i>	<i>793,500</i>	<i>523,500</i>
<i>Car and Clothing Allowances</i>	<i>13,450</i>	<i>18,000</i>	<i>13,500</i>	<i>18,000</i>
<i>Fringe Benefits</i>	<i>549,003</i>	<i>533,000</i>	<i>531,500</i>	<i>310,000</i>
<i>Overtime</i>	<i>103,181</i>	<i>105,000</i>	<i>115,000</i>	<i>110,000</i>
<i>Overtime--Training</i>	<i>6,041</i>	<i>8,000</i>	<i>2,000</i>	<i>2,000</i>
<i>Overtime--Holiday</i>	<i>-</i>	<i>4,000</i>	<i>-</i>	<i>1,000</i>
<i>Night Differential</i>	<i>10,222</i>	<i>12,500</i>	<i>6,000</i>	<i>12,500</i>
<i>Overtime--Court</i>	<i>5,858</i>	<i>8,000</i>	<i>1,000</i>	<i>1,000</i>
<i>Overtime--Staff Shortage</i>	<i>1,181</i>	<i>1,000</i>	<i>6,200</i>	<i>2,500</i>
<i>Employee Recognition</i>	<i>7,676</i>	<i>3,630</i>	<i>3,180</i>	<i>800</i>
<b><i>Personnel Subtotal</i></b>	<b><i>1,550,660</i></b>	<b><i>1,616,130</i></b>	<b><i>1,471,880</i></b>	<b><i>981,300</i></b>
<i>Supplies</i>	<i>3,407</i>	<i>5,000</i>	<i>6,365</i>	<i>5,000</i>
<i>Computer Expenditures</i>	<i>4,975</i>	<i>1,250</i>	<i>2,043</i>	<i>2,000</i>
<i>Vehicle Fuel</i>	<i>15,307</i>	<i>19,000</i>	<i>14,000</i>	<i>15,000</i>
<i>Repairs &amp; Maintenance</i>	<i>23,623</i>	<i>18,200</i>	<i>28,500</i>	<i>29,000</i>
<i>Services and Charges</i>	<i>1,041</i>	<i>13,197</i>	<i>13,197</i>	<i>13,250</i>
<i>Office Expenditures</i>	<i>691</i>	<i>5,500</i>	<i>5,500</i>	<i>5,500</i>
<i>Conferences, Training, &amp; Dues</i>	<i>240</i>	<i>2,500</i>	<i>2,500</i>	<i>2,500</i>
<b><i>Operating Expenditures Subtotal</i></b>	<b><i>49,284</i></b>	<b><i>64,647</i></b>	<b><i>72,105</i></b>	<b><i>72,250</i></b>
<b><i>Division Total</i></b>	<b><i>1,599,944</i></b>	<b><i>1,680,777</i></b>	<b><i>1,543,985</i></b>	<b><i>1,053,550</i></b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$136,792 less than budget.
- The variance is attributable to lower than expected personnel costs.

### FY20 Budget Highlights:

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- Division expenditures are \$627,227 lower – a decrease of 37.3 percent – compared to budgeted expenditures for FY19.
- The decrease is attributable to lower personnel costs due to reorganization of the department.
- Division FTEs remain unchanged.
- Approximately 93.1 percent of division expenditures are personnel related.
- The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$29,000), which is 2.8 percent of the budgeted amount, and vehicle fuel, which is 1.3 percent (\$15,000).
- Services and charges make up approximately 1.3 percent of division expenditures. This is mainly made up of charges for Blue Team Internal Affairs (\$5,700), and Lexus Nexus (\$4,600).
- Supplies make up a little over 0.4 percent of division expenditures (\$5,000), and are made up of detective supplies such as CD-R, DVD, paper, toner, fingerprinting and drug testing supplies.

# 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 2017	Calendar 2018	Projected 2019
	475	607	750
Total Parking citations processed	4,578	4,303	5,500
Number of reports processed	1,280	1,280	2,000

## Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	6.28	7.45	8.65
<i>FTEs without benefits</i>	1.06	0.20	-
<b><i>Division Total</i></b>	<b>7.34</b>	<b>7.65</b>	<b>8.65</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Police Captain</i>	1.00	-
<i>Police Lieutenant</i>	-	1.00
<i>Police Officer</i>	-	1.00
<i>Logistics/Payroll Specialist</i>	1.00	1.00
<i>Parking Enforcement Coordinator</i>	1.00	1.00
<i>Office Assistant</i>	1.00	1.00
<i>Crossing Guard</i>	3.65	3.65
<b><i>Division Total FTEs</i></b>	<b>7.65</b>	<b>8.65</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Administrative Services</i>	798,738	833,924	946,938	1,139,893
<b><i>Division Total</i></b>	<b>798,738</b>	<b>833,924</b>	<b>946,938</b>	<b>1,139,893</b>

# Administrative Services

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	418,421	434,000	483,000	623,500
<i>Car and Clothing Allowances</i>	3,510	5,600	3,655	11,490
<i>Fringe Benefits</i>	255,487	268,500	331,500	379,000
<i>Overtime</i>	8,895	12,000	16,500	15,000
<i>Night Differential</i>	-	-	600	1,000
<i>Employee Recognition</i>	5,335	3,600	1,834	1,309
<b><i>Personnel Subtotal</i></b>	<b>691,648</b>	<b>723,700</b>	<b>837,089</b>	<b>1,031,299</b>
<i>Supplies</i>	9,629	22,500	22,500	22,500
<i>Computer Expenditures</i>	14,471	8,400	8,400	8,400
<i>Vehicle Fuel</i>	6,565	8,250	7,000	7,000
<i>Repairs &amp; Maintenance</i>	2,413	6,100	3,500	4,000
<i>Services and Charges</i>	28,237	20,434	21,184	20,494
<i>Communication</i>	35,754	38,540	41,265	40,200
<i>Office Expenditures</i>	1,775	1,500	1,500	1,500
<i>Conferences, Training, &amp; Dues</i>	8,246	4,500	4,500	4,500
<b><i>Operating Expenditures Subtotal</i></b>	<b>107,090</b>	<b>110,224</b>	<b>109,849</b>	<b>108,594</b>
<b><i>Division Total</i></b>	<b>798,738</b>	<b>833,924</b>	<b>946,938</b>	<b>1,139,893</b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$113,014 more than budget.
- The increase is due to higher personnel costs as a result of reorganization of the Department.

### FY20 Budget Highlights:

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- Division expenditures are \$305,969 higher — an increase of 36.7 percent — compared to budgeted expenditures for FY19.
- The increase is due to higher personnel costs.
- Division FTEs are 1.0 higher due to a reorganization of the department.
- Approximately 90.5 percent of division expenditures are personnel related.
- Approximately 2 percent of division expenditures are categorized as supplies, which consist of office supplies (\$7,500) and expendable supplies (\$15,000). Office supplies include toner cartridges, bulk paper, envelopes, tape, file folders and boxes, as well as supplies for the Crossing Guards. Expendable supplies include Metro Count supplies for speed surveys throughout the City, and supplies needed for various community events, such as Coffee with a Cop.
- Services and charges represent about 1.8 percent of division expenditures which include computer fees (\$3,000), postage/delivery (\$3,500), copying (\$6,744), and printing (\$5,000).
- Communication accounts for 3.5 percent of division expenditures: telephone (\$9,000) and cell phones (\$31,200) for the department.
- Computer expenditures make up a little more than 0.7 percent (\$8,400) of division expenditures. These funds are used to replace aging computer equipment.

# Neighborhood Services

## Division Purpose:

Provide for the inspection of residential, commercial and institutional properties and vacant parcels; provide technical and inspection services required for various home repair and anti-littering initiatives. Provide education on and enforcement of the City Code, including parking and environmental laws. This division combines work that until about two years ago fell under the purview of various City departments.

## Management Objectives:

- Provide effective, timely, and proactive education and enforcement of the Property Maintenance Code and abatement of identified code violations.
- Provide effective enforcement and management of City parking resources.
- Provide education and outreach for City environmental laws, including Safe Grow and the polystyrene, plastic bag, and plastic straw bans.

## Performance/Workload Measures:

Measurement	Calendar 2017	Calendar 2018	Projected 2019
Parking citations Issued	7,810	3,777	5,500
Property Maintenance Code Complaints	207	361	350
Property Maintenance Code Cases Closed	311	312	300
Anti- Litter Events		2	3
Education Events		1	2

## Neighborhood Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	4.50	4.50	5.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Parking Enforcement Officer</i>	1.50	2.00
<i>Senior Code Enforcement Inspector</i>	1.00	1.00
<i>Code Enforcement Inspector</i>	1.00	1.00
<i>Neighborhood Services Supervisor</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>4.50</b>	<b>5.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Neighborhood Services</i>	326,221	473,570	477,561	522,050
<b><i>Division Total</i></b>	<b>326,221</b>	<b>473,570</b>	<b>477,561</b>	<b>522,050</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	228,917	271,000	251,300	305,500
<i>Car and Clothing Allowances</i>	960	1,600	720	2,400
<i>Fringe Benefits</i>	81,353	86,500	110,500	98,000
<i>Overtime</i>	1,610	2,500	3,101	5,000
<i>Employee Recognition</i>	60	1,650	1,620	650
<b><i>Personnel Subtotal</i></b>	<b>312,900</b>	<b>363,250</b>	<b>367,241</b>	<b>411,550</b>
<i>Supplies</i>	10,446	17,000	17,000	22,000
<i>Computer Expenditures</i>	579	5,000	5,000	-
<i>Repairs &amp; Maintenance</i>	1,271	4,000	4,000	4,000
<i>Services and Charges</i>	393	79,320	79,320	79,500
<i>Office Expenditures</i>	632	5,000	5,000	5,000
<b><i>Operating Exp Subtotal</i></b>	<b>13,320</b>	<b>110,320</b>	<b>110,320</b>	<b>110,500</b>
<b><i>Division Total</i></b>	<b>326,221</b>	<b>473,570</b>	<b>477,561</b>	<b>522,050</b>



# Neighborhood Services

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$3,991 more than budget.

## FY20 Budget Highlights:

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- There is an increase of 0.5 FTE for this division, from 4.5 to 5.0, which is due to a part-time Parking Enforcement Officer position being reclassified to fulltime.
- Approximately 78.8 percent of division expenditures are personnel related.
- Supplies account for 4.2 percent of division expenditures; this includes costs for Safe Grow and education efforts (\$14,500), and Clean and Lien (\$5,000).
- Services and charges made up approximately 15.2 percent of expenditures. The main cost is the contract with Complus for parking solutions and enforcement (\$75,000). The other charges consist of the contract with Serco for parking meter collection (\$3,000) and postage/delivery for Neighborhood Services mailings (\$1,500).
- Office Expenditures make up a little less than one percent of division expenditures and consists mainly of initial and replacement uniforms for NST and current and new parking enforcement officers.
- Repairs and maintenance make up approximately 0.8 percent of division expenditures, and consists of repair and replacement of parking meters.

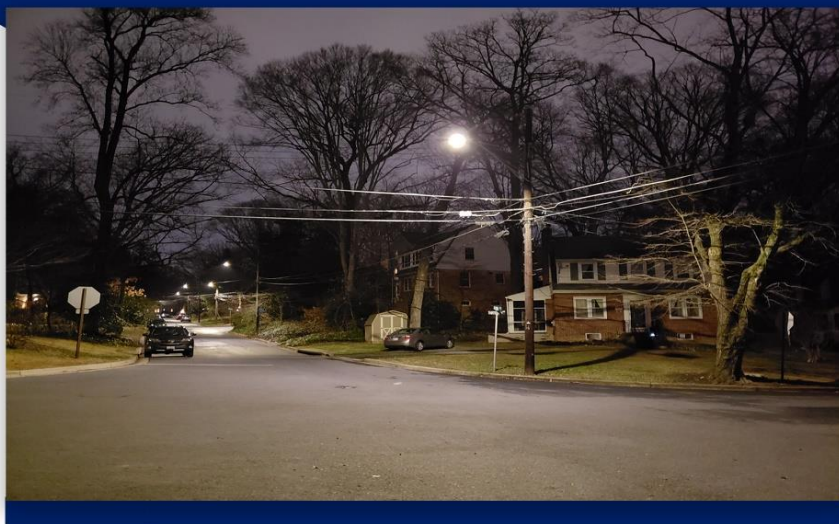
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## City of Takoma Park

### Public Works



LED Streetlight Replacement Project

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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 (including food and yard waste) 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 nine divisions. They are

**Administration, Building Maintenance, Equipment, Maintenance, Right-of-Way Maintenance, Solid Waste Management, Sustainability, Vegetation Management, Urban Forest, and City Engineer.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	3.00	3.00	2.00
<i>Building Maintenance</i>	6.00	6.25	6.25
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	8.00	7.00
<i>Solid Waste Management</i>	10.00	10.00	10.00
<i>Sustainability</i>	-	-	1.00
<i>Vegetation Management</i>	3.00	3.00	4.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.85	1.85	1.85
<b><i>Department Total FTEs</i></b>	<b>35.85</b>	<b>36.10</b>	<b>36.10</b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Highway User Fees</i>	360,336	366,500	464,802	495,471
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	64,591	69,000	69,000	65,000
<i>Recyclable Sales</i>	184	500	200	200
<i>Mulch Sales</i>	21,827	22,000	22,000	22,000
<i>Special Trash Pickup</i>	10,467	8,500	8,500	9,500
<i>Excavation/Driveway Permits</i>	3,163	4,000	3,200	3,200
<i>Tree Permits</i>	15,660	13,000	17,000	17,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
<b><i>Subtotal</i></b>	<b>1,244,426</b>	<b>1,251,699</b>	<b>1,352,901</b>	<b>1,380,570</b>
<i>General Fund</i>	3,493,883	3,996,360	3,864,956	3,782,489
<b><i>Department Total</i></b>	<b>4,738,309</b>	<b>5,248,059</b>	<b>5,217,857</b>	<b>5,163,060</b>

## Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	<i>1,913,897</i>	<i>2,092,132</i>	<i>2,046,900</i>	<i>2,218,020</i>
<i>Car and Clothing Allowances</i>	<i>11,572</i>	<i>14,190</i>	<i>13,398</i>	<i>14,788</i>
<i>Fringe Benefits</i>	<i>831,507</i>	<i>948,500</i>	<i>921,000</i>	<i>950,000</i>
<i>Overtime</i>	<i>130,858</i>	<i>92,849</i>	<i>127,500</i>	<i>103,935</i>
<i>Night Differential</i>	<i>3,777</i>	<i>5,000</i>	<i>3,500</i>	<i>2,500</i>
<i>Contractual Labor</i>	<i>168,120</i>	<i>98,617</i>	<i>167,500</i>	<i>64,650</i>
<i>Employee Recognition</i>	<i>2,610</i>	<i>9,650</i>	<i>9,970</i>	<i>11,230</i>
<b><i>Personnel Subtotal</i></b>	<b><i>3,062,341</i></b>	<b><i>3,260,938</i></b>	<b><i>3,289,768</i></b>	<b><i>3,365,123</i></b>
<i>Supplies</i>	<i>214,290</i>	<i>265,035</i>	<i>217,600</i>	<i>253,250</i>
<i>Computer Expenditures</i>	<i>11,768</i>	<i>12,000</i>	<i>12,000</i>	<i>10,800</i>
<i>Vehicle Fuel</i>	<i>80,658</i>	<i>89,375</i>	<i>86,000</i>	<i>80,375</i>
<i>Repairs and Maintenance</i>	<i>97,487</i>	<i>97,000</i>	<i>135,000</i>	<i>132,000</i>
<i>Services and Charges</i>	<i>842,786</i>	<i>1,097,564</i>	<i>1,068,650</i>	<i>1,011,017</i>
<i>Communication</i>	<i>26,273</i>	<i>32,822</i>	<i>30,500</i>	<i>31,950</i>
<i>Utilities</i>	<i>371,470</i>	<i>319,500</i>	<i>337,250</i>	<i>226,480</i>
<i>Office Expenditures</i>	<i>19,529</i>	<i>16,000</i>	<i>13,500</i>	<i>15,000</i>
<i>Conferenecs, Training, &amp; Dues</i>	<i>9,181</i>	<i>28,825</i>	<i>12,590</i>	<i>22,065</i>
<i>Special Events &amp; Programs</i>	<i>2,526</i>	<i>29,000</i>	<i>15,000</i>	<i>15,000</i>
<b><i>Operating Exp Subtotal</i></b>	<b><i>1,675,968</i></b>	<b><i>1,987,121</i></b>	<b><i>1,928,090</i></b>	<b><i>1,797,937</i></b>
<b><i>Department Total</i></b>	<b><i>4,738,309</i></b>	<b><i>5,248,059</i></b>	<b><i>5,217,858</i></b>	<b><i>5,163,060</i></b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	<i>501,254</i>	<i>770,569</i>	<i>739,030</i>	<i>317,760</i>
<i>Building Maintenance</i>	<i>835,275</i>	<i>885,330</i>	<i>870,860</i>	<i>876,230</i>
<i>Equipment Maintenance</i>	<i>473,388</i>	<i>502,946</i>	<i>520,370</i>	<i>529,355</i>
<i>Right-of-Way Maintenance</i>	<i>1,069,566</i>	<i>1,139,254</i>	<i>1,143,370</i>	<i>962,332</i>
<i>Solid Waste Management</i>	<i>1,053,140</i>	<i>1,023,322</i>	<i>1,098,720</i>	<i>1,092,710</i>
<i>Sustainability</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>363,135</i>
<i>Vegetation Management</i>	<i>258,366</i>	<i>301,158</i>	<i>209,460</i>	<i>426,240</i>
<i>Urban Forest</i>	<i>220,748</i>	<i>285,960</i>	<i>288,120</i>	<i>266,330</i>
<i>City Engineer</i>	<i>326,572</i>	<i>339,520</i>	<i>347,928</i>	<i>328,968</i>
<b><i>Department Total</i></b>	<b><i>4,738,309</i></b>	<b><i>5,248,059</i></b>	<b><i>5,217,858</i></b>	<b><i>5,163,060</i></b>

# Department Summary

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## Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$30,201 lower or 0.6 percent less than budget.
- The variances are primarily attributable to lower than projected costs for services and charges and special events. However, costs for repairs and maintenance and utilities were slightly higher than anticipated.

## FY20 Budget Highlights:

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- Departmental expenditures are \$84,999 lower — a decrease of 1.6 percent — compared to budgeted expenditures for FY19.
- Department FTEs remain the same as FY19.
- The FY20 budget reflects the creation of a new division, Sustainability, which was previously housed in the Administration division. The Sustainability Manager position has been reallocated accordingly.
- Approximately 65.2 percent of departmental expenditures are personnel related.
- Personnel costs are up by 3.2 percent, or \$104,185, compared to budgeted expenditures for FY19, primarily due to wage and fringe benefit cost increases.
- Supplies account for 4.9 percent of departmental expenditures. This category includes office supplies, facility and equipment repair materials, snow removal supplies, sign materials, park supplies and items necessary for leaf collection.
- Vehicle fuel expenditures are 1.6 percent of department expenditures and include fuel use for Public Works and all other Departments except the Police Department.
- Repairs and maintenance comprise 2.6 percent of department expenditures.
- Services and charges account for 19.6 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs such as engineering services, specialized building maintenance, contractual vehicle maintenance and street maintenance, disposal and recycling fees, and tree maintenance and planting.
- Utility fees account for 4.4 percent of departmental expenditures.
- The following expenditures account for less than one percent of budget expenditures each: computer expenditures – 0.2 percent, communications - 0.6 percent, office expenditures - 0.3 percent, conferences, training and dues - 0.4 percent and special events - 0.3 percent.

### FY19 Accomplishments:

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- Completed the Ethan Allen Gateway Project (Funded through TAP Grant).
- Completed the Lincoln Avenue sidewalk project (Safe Routes to School Grant).
- Completed the Impervious Area Analysis for the City in preparation for adjusting the Stormwater Utility Fee.
- Began the next iteration of the Sustainable Climate Action Plan and Greenhouse Gas Inventory.
- Our 2019 Clean Energy Campaign resulted in 485 new accounts, bringing the total number of electricity accounts using green power to 577; represents 15% of total electricity accounts citywide (reducing over 8 million lbs of CO2 annually).
- Energy efficiency improvement grant applications received – 16 for Low- and Moderate-Income residents, 3 from Single Family residents.
- Electric Vehicle Charging Stations provided over 64,000 kWh of charging, for 187,000 miles driven, replacing 5,000 gallons of gasoline.
- Completed stormwater management projects at Glaizewood Ave and Devonshire, Glaizewood Court, Greenwood Avenue inlet and pipe, treatment facilities at Aspen Avenue and Lincoln Ave, new inlets and pipe at 2nd Avenue and Allegheny Avenue.
- Completed the Tree Canopy Analysis using LIDAR.

### FY20 Goals:

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- Complete the Flower Avenue Green Street Project.
- Complete the Glenside Drive Sidewalk and Stormwater Project.
- Complete the Flower Avenue, & Sligo Creek Parkway traffic calming and stormwater treatment Project.
- Complete the stormwater system improvements on Lincoln Avenue.
- Complete inventory of sidewalk defects along State roadways and schedule repairs as funding allows.
- Oversee construction of Atrium Space close in and Police Administrative Area renovation.

## Department Summary

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- Oversee renovation of the IT and City TV office area.
- Continue efforts to encourage residential energy efficiency improvements for all properties and especially low- and moderate-income residents who may be eligible for grant funding through the Maryland Energy Administration.
- Update the Sustainable Energy and Climate Action and Resiliency Plan for the City.
- Construct stormwater management projects: Grant Ave and Holly Ave bio-retention facility, structure replacement and bioretention facility behind the Parkview Apartment building (Lincoln Ave and Maple Ave), install inlet and stormwater pipe at Manor Circle and Carroll Avenue, repair Maple Avenue outfall at Brashear's Run, repair inlet structures in rear yards on Garland Avenue, replace inlet and install new storm pipe on Albany Avenue, install stormwater treatment on 14th Avenue and Elson Ave and 13th Place, and complete stormwater management projects on Lincoln Avenue.
- Provide support to Council as they consider changes to the City's Tree Ordinance; propose a Tree canopy goal for the City and develop an implementation plan.
- Recommend revisions to the fee structure for the stormwater management fee to enable tiered levels for single family property owners



## Division Purpose:

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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

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- Oversee the operations of all Public Works Divisions to ensure timely delivery of service, excellence in quality, and responsiveness to the needs of residents, other Departments and other agencies.
- Respond to resident requests for service via phone, email and My TkPk.
- Maintain Public Works related information on the City website to ensure that it is up to date and informative.
- Schedule special services including mulch deliveries and bulk refuse collection.
- Report vehicle accidents and employee injuries to the related insurers and work with the Human Resources Department to provide specific work place training programs.

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	2.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Sustainability Manager</i>	1.00	-
<i>Administrative Assistant</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>2.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	501,254	770,569	739,030	317,760
<b><i>Division Total</i></b>	<b>501,254</b>	<b>770,569</b>	<b>739,030</b>	<b>317,760</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	264,619	290,040	290,540	180,000
<i>Fringe Benefits</i>	112,429	116,000	132,500	70,500
<i>Overtime</i>	1,302	800	800	600
<i>Employee Recognition</i>	90	3,590	3,590	60
<b><i>Personnel Subtotal</i></b>	<b>378,440</b>	<b>410,430</b>	<b>427,430</b>	<b>251,160</b>
<i>Supplies</i>	6,071	7,000	6,000	5,000
<i>Computer Expenditures</i>	11,768	12,000	12,000	10,800
<i>Services and Charges</i>	66,532	260,192	238,100	11,100
<i>Communication</i>	26,273	32,822	30,500	31,950
<i>Office Expenditures</i>	2,686	5,000	2,500	2,500
<i>Conferenecs, Training, &amp; Dues</i>	6,958	14,125	7,500	5,250
<i>Special Events &amp; Programs</i>	2,526	29,000	15,000	-
<b><i>Operating Expenditures Subtotal</i></b>	<b>122,814</b>	<b>360,139</b>	<b>311,600</b>	<b>66,600</b>
<b><i>Division Total</i></b>	<b>501,254</b>	<b>770,569</b>	<b>739,030</b>	<b>317,760</b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$31,539 lower or four percent less than budget.
- The variance is primarily attributable to lower contractual services charges, and lower expenditures for conferences, training and special event programs.

## FY20 Budget Highlights:

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- Division expenditures are \$452,809 less — a decrease of 58.8 percent — compared to budgeted expenditures for FY19.
- The variance is attributable to the reallocation of costs related to the sustainability program to its own division.
- Division FTEs are reduced by one, as the Sustainability Manager position has been moved to a new division.
- Approximately 79 percent of division expenditures are personnel related.
- Supplies account for 1.6 percent of division expenditures.
- Computer expenditures account for 3.4 percent of the division expense and equate to replacement of nine staff computers in the department.
- Services and charges account for 3.4 percent of division expenditures. This category includes printing and copying charges (\$7,100) and postage charges (\$3,500). The amount is significantly reduced from FY18 due to the transfer of contract costs to the Sustainability Division.
- Communication expenses account for 10.1 percent of the division budget and include landline phone costs, staff cell phone charges and GPS units on department vehicles.
- Office expenditures are 0.8 percent of expenses and include DOT recertification fees for CDL drivers, reimbursement for parking expenses and refreshments for department staff events.
- Conferences, training and association dues account for 1.7 percent of expenditures.

# 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.
- Replace existing systems or equipment as required with 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 FY17	Actual FY18	Estimated FY19	Projected FY20
Expenditures for Facility Maintenance by <b>Contractor</b>	\$174,929	\$161,792	\$145,000	\$163,500
Expenditures for Facility Maintenance <b>In-House</b> (not personnel costs)	\$28,906	\$27,703	\$38,000	\$35,000
Electricity Use (buildings)	520,159 kwh	550,910 kwh	460,000 kwh	450,000 kwh
Gas Use (buildings)	19,495 therms	23,377 therms	28,000 therms	23,000 therms
Water Use (all)	628,382 gals	690,125 gals	600,000 gals	650,000 gals

## Special Projects for FY20:

Projects funded through the General Fund include replacement of the Jackson Boyd water fountain, continuation of automation for heating and cooling systems, and maintenance of the main electrical box in the Community Center.

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include replacement of Air Handlers 5,6 & 8 on second floor of the Community Center, construction of a storage area for Housing and Community Development, refurbishment of the epoxy surface on the lower level parking area and partial funding for a renovation of the cable office.

## Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	6.00	6.00	6.00
<i>FTEs without benefits</i>	-	0.25	0.25
<b><i>Division Total</i></b>	<b>6.00</b>	<b>6.25</b>	<b>6.25</b>

<i>Position Title</i>	<i>FY19</i>	<i>FY20</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>	3.25	3.25
<b><i>Division Total FTEs</i></b>	<b>6.25</b>	<b>6.25</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Building Maintenance</i>	835,275	885,330	870,860	876,230
<b><i>Division Total</i></b>	<b>835,275</b>	<b>885,330</b>	<b>870,860</b>	<b>876,230</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	287,413	308,500	308,500	317,000
<i>Fringe Benefits</i>	142,856	149,500	174,000	151,500
<i>Overtime</i>	15,931	10,000	10,000	10,000
<i>Car and Clothing Allowances</i>	2,700	3,010	3,000	3,150
<i>Night Differential</i>	3,777	5,000	3,500	2,500
<i>Contractual Labor</i>	-	2,500	7,000	2,500
<i>Employee Recognition</i>	180	720	720	680
<b><i>Personnel Subtotal</i></b>	<b>452,857</b>	<b>479,230</b>	<b>506,710</b>	<b>487,330</b>
<i>Supplies</i>	38,419	39,700	36,250	35,600
<i>Repairs and Maintenance</i>	27,703	30,000	38,000	35,000
<i>Services and Charges</i>	189,464	219,400	177,400	201,400
<i>Utilities</i>	126,832	114,000	112,000	114,900
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, &amp; Dues</i>	-	3,000	500	2,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>382,418</b>	<b>406,100</b>	<b>364,150</b>	<b>388,900</b>
<b><i>Division Total</i></b>	<b>835,275</b>	<b>885,330</b>	<b>870,860</b>	<b>876,230</b>

# Building Maintenance

## Adopted to Estimated Actual FY19:

- Division expenditures are expected to be \$14,470 lower or 1.6 percent less than budget.
- The variance is primarily attributable to lower than anticipated service contract costs.

## FY20 Budget Highlights:

- Division expenditures are \$9,100 lower — a decrease of one percent — compared to budgeted expenditures for FY19.
- The variance is attributable to an expected decrease in contractual service costs and special project costs.
- Approximately 55.6 percent of division expenditures are personnel related.
- Division FTEs remain unchanged; personnel costs have increased by \$8,100 – an increase of 1.7 percent.
- Supply charges account for 4.1 percent of division expenditures and include custodial supplies and tools.
- Repair and maintenance charges account for four percent of division expenditures and include repair materials.
- Utility charges account for 13.1 percent of division expenditures.
- Services and charges account for 23 percent of division expenditures. This category includes service contracts for maintenance (\$83,500), funding for special projects (\$35,000), contracted facility repairs (\$80,000) and uniform and equipment rental (\$2,900).



## 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.

## Management Objectives:

- Perform preventative maintenance on all vehicles, per the manufacturer recommendations – every 5,000 miles for synthetic oil. For low mileage vehicles, preventative maintenance work is performed every three months.
- Maintain shop availability to provide service checks for Police vehicles once a week.
- Perform minor vehicle repairs within two days.
- Perform all federal and state required annual certifications and testing on the fuel pumps and underground storage tanks.
- Coordinate accident repair through City insurance provider.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of vehicles maintained:				
<i>Police</i>	52	52	51	57
<i>Public Works</i>	24	24	25	23
<i>Other Departments</i>	7	7	7	7
Maintenance Costs:				
<i>Police</i>	\$41,116	\$80,744	\$68,000	\$75,000
<i>Public Works and Administration</i>	\$135,043	\$93,714	\$117,650	\$120,500
Number of vehicle/ equipment work orders	448	454	460	470

# Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Vehicle Maintenance Supervisor</i>	1.00	1.00
<i>Mechanic</i>	2.00	2.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Equipment Maintenance</i>	473,388	502,946	520,370	529,355
<b><i>Division Total</i></b>	<b>473,388</b>	<b>502,946</b>	<b>520,370</b>	<b>529,355</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	190,246	199,500	195,000	204,000
<i>Fringe Benefits</i>	81,235	95,000	89,000	96,000
<i>Car and Clothing Allowances</i>	1,359	1,290	1,290	1,350
<i>Overtime</i>	12,232	6,291	14,000	8,900
<i>Employee Recognition</i>	90	90	90	4,590
<b><i>Personnel Subtotal</i></b>	<b>285,162</b>	<b>302,171</b>	<b>299,380</b>	<b>314,840</b>
<i>Supplies</i>	24,583	23,650	20,650	23,500
<i>Vehicle Fuel</i>	80,658	89,375	86,000	80,375
<i>Repairs and Maintenance</i>	69,131	67,000	97,000	97,000
<i>Services and Charges</i>	13,584	16,750	16,200	12,400
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, &amp; Dues</i>	270	4,000	1,140	1,240
<b><i>Operating Exp Subtotal</i></b>	<b>188,226</b>	<b>200,775</b>	<b>220,990</b>	<b>214,515</b>
<b><i>Division Total</i></b>	<b>473,388</b>	<b>502,946</b>	<b>520,370</b>	<b>529,355</b>



## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$17,424 higher – or 3.5 percent – than budget.
- The variance is primarily attributable to overtime, repairs and maintenance costs.

## FY20 Budget Highlights:

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- Division expenditures are \$26,409 higher – an increase of 5.3 percent – compared to budgeted expenditures for FY19.
- The variance is attributable to increases in projected personnel cost and an increase in projected repair and maintenance costs.
- Division FTEs remain unchanged.
- Approximately 59.5 percent of division expenditures are personnel related.
- Supply costs for Public Works and Administrative vehicles are 4.4 percent of division expenditures.
- Vehicle fuel costs account for 15.2 percent of division expenditures. The expenditure for gasoline is \$17,875 and diesel is \$62,500. Police fuel costs are included in the Police budget.
- Repair and maintenance costs account for 18.3 percent of division expenditures and include repair materials (\$45,000), outside labor and parts (\$30,000), and tires and batteries (\$22,000). Costs for Police vehicle repair, maintenance and outside labor is included in the Police Department budget.
- Services and charges account for 2.3 percent of division expenditures and include annual certifications and testing for the fuel pumps and storage tanks, fuel pump repairs and uniform rental.
- Conferences and training account for 0.2 percent of division expenditures.

# Right-of-Way Maintenance

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## Division Purpose:

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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.

## Management Objectives:

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- Clean public parks, playgrounds and right of way areas once a week.
- Maintain roadway markings and crosswalks on City streets, repainting on an annual schedule, as needed.
- Respond as needed to treat roads for snow and ice; provide two cleared lanes on each primary street over a 12-hour period when snow is six inches deep or less and one cleared lane over a 12-hour period when snow depth is 6 to 12 inches.
- Perform vacuum leaf collection over a five week period that provides a minimum of two collections for every street.
- Provide street sweeping at least twice a month from March through October. When conditions allow, sweep streets after snow events to remove excess salt and sand.
- Provide set up and clean up assistance for city festivals and events.
- Maintain street signs and add additional signs as approved.
- Provide maintenance of public spaces and paper streets as needed, including invasive removal, mowing, vegetation trimming and litter pick up.

## Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	8.00	8.00	7.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</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	3.00
<b><i>Division Total FTEs</i></b>	<b>8.00</b>	<b>7.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Right-of-Way Maintenance</i>	1,069,566	1,139,254	1,143,370	962,332
<b><i>Division Total</i></b>	<b>1,069,566</b>	<b>1,139,254</b>	<b>1,143,370</b>	<b>962,332</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	398,208	453,092	448,600	405,500
<i>Fringe Benefits</i>	165,058	190,500	191,500	170,500
<i>Overtime</i>	46,417	37,838	45,000	44,800
<i>Car and Clothing Allowances</i>	2,823	3,440	3,440	3,150
<i>Contractual Labor</i>	47,111	55,559	55,500	30,400
<i>Employee Recognition</i>	770	1,740	2,130	1,710
<b><i>Personnel Subtotal</i></b>	<b>660,387</b>	<b>742,169</b>	<b>746,170</b>	<b>656,060</b>
<i>Supplies</i>	87,899	142,785	120,700	141,650
<i>Services and Charges</i>	77,421	48,800	51,500	53,042
<i>Utilities</i>	243,799	203,500	223,500	109,580
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, &amp; Dues</i>	60	2,000	1,500	2,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>409,179</b>	<b>397,085</b>	<b>397,200</b>	<b>306,272</b>
<b><i>Division Total</i></b>	<b>1,069,566</b>	<b>1,139,254</b>	<b>1,143,370</b>	<b>962,332</b>

# Right-of-Way Maintenance

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$4,116 higher or 0.4 percent more than budget.

## FY20 Budget Highlights:

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- Division expenditures are \$176,922 lower — a decrease of 15.5 percent — compared to budgeted expenditures for FY19. The variance is attributable to a decrease in utility costs associated with street lighting and the reallocation of a technician position to the Vegetation Management Division (formerly Gardens Division).
- Division FTEs decrease by one position due to reallocation of a position to Vegetation Management.
- Approximately 68.2 percent of division expenditures are personnel related. In addition to the full-time staff costs, these include 12 seasonal laborers for five weeks of leaf collection, and 1,600 hours of temporary assistance over the spring, summer, and fall.
- Approximately 14.7 percent of division expenditures are related to supplies. Primary expenses include park and roadway maintenance repair materials (\$54,000), snow response supplies (\$45,000), leaf collection (\$22,650), sign materials (\$8,440), and tools and equipment (\$11,490).
- Services and charges account for approximately 5.5 percent of division expenditures. This category includes contractual services (\$17,542), equipment repair charges (\$22,000), disposal costs (\$6,000), and equipment rental charges (\$4,500).
- Utility expenditures account for 11.4 percent of division expenditures and include charges for street lighting (\$106,080) and park lighting (\$3,500). This expenditure is significantly reduced from prior years as a result of the street light conversion completed by Pepco in FY19.
- Conference and training costs account for 0.2 percent of expenditures.

## Solid Waste Maintenance

### Division Purposes:

Responsible for the collection of residential trash, recyclables, food waste and yard waste on a weekly basis and bulk pick-up upon request. Division staff collect 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 FY17	Actual FY18	Estimated FY19	Projected FY20
Tons of trash	3,232	3,198	3,200	3,200
Tons of recycling	1,329	1,350	1,400	1,400
Tons of yard waste processed at County	320	246	300	300
Tons of food waste collected	213	213	210	220
# of ROW containers serviced	130	130	138	145

# Solid Waste Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	10.00	10.00	10.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Solid Waste Supervisor</i>	1.00	1.00
<i>Sanitation Driver</i>	4.00	4.00
<i>Sanitation Technician I</i>	5.00	5.00
<b><i>Division Total FTEs</i></b>	<b>10.00</b>	<b>10.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Solid Waste Management</i>	1,053,140	1,023,322	1,098,720	1,092,710
<b><i>Division Total</i></b>	<b>1,053,140</b>	<b>1,023,322</b>	<b>1,098,720</b>	<b>1,092,710</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	407,681	464,500	464,500	500,000
<i>Car and Clothing Allowances</i>	3,454	4,300	4,000	4,500
<i>Fringe Benefits</i>	190,793	212,000	184,000	204,500
<i>Overtime</i>	36,053	28,200	45,000	28,135
<i>Contractual Labor</i>	94,160	10,000	70,000	10,000
<i>Employee Recognition</i>	1,270	3,300	3,270	1,800
<b><i>Personnel Subtotal</i></b>	<b>733,411</b>	<b>722,300</b>	<b>770,770</b>	<b>748,935</b>
<i>Supplies</i>	34,789	22,900	17,500	21,500
<i>Services and Charges</i>	268,096	265,922	299,200	308,575
<i>Office Expenditures</i>	16,843	11,000	11,000	12,500
<i>Conferences, Training, &amp; Dues</i>	-	1,200	250	1,200
<b><i>Operating Expenditures Subtotal</i></b>	<b>319,729</b>	<b>301,022</b>	<b>327,950</b>	<b>343,775</b>
<b><i>Division Total</i></b>	<b>1,053,140</b>	<b>1,023,322</b>	<b>1,098,720</b>	<b>1,092,710</b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$75,398 higher or 7.4 percent above the budget.
- The variance is due to higher overtime, contractual labor costs and recycling processing fees.

## FY20 Budget Highlights:

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- Division expenditures are \$69,388 higher — an increase of 6.8 percent — compared to budgeted expenditures for FY19 due to increased personnel costs and services and charges for recycling processing.
- Division FTEs remain the same.
- Approximately 68.5 percent of division expenditures are personnel related.
- Supplies account for two percent of division expenditures, the major portion of which is for replacement disposal containers for the right of way.
- Services and charges account for 28.2 percent of division expenditures and include disposal and/or processing of materials, including \$182,323 for disposal fees for solid waste and \$8,000 for household hazardous waste disposal. Recycling expenditures include \$80,825 for recycling processing, \$14,000 for food waste processing, \$13,800 for yard waste processing and \$6,000 for computer and electronics processing.
- Training costs account for 0.1 percent of division expenditures.
- An estimated breakdown of the Solid Waste Maintenance budget by functional area is as follows:
  - Trash Collection: \$590,063 (54%)
  - Recycling: \$251,323 (23%)
  - Yard Waste: \$163,907 (15%)
  - Food Waste: \$87,417 (8%)

# Sustainability

## Division Purpose:

Oversees the City's Sustainability Program including updating the Sustainable Energy Action Plan and working with residents and commercial property owners to improve building energy efficiency and convert to the use of clean, green power.

## Management Objectives:

- Oversee the public outreach and implementation of Sustainability programs.
- Revise the Sustainable Energy Action Plan to include resiliency and new goals.
- Update the Greenhouse Gas Emissions Inventory.
- Develop programs to assist low income residents, businesses and multi-family properties with energy efficiency improvements.
- Identify new programs to improve sustainability, reduce energy use and build resiliency.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
# of homes Green Homes certified	142	30	0	10
# of energy audits completed	441	2	10	15
# of energy efficiency rebates provided	30	2	10	20
# of low/moderate income homes receiving energy make-overs	20	5	20	20
# of Multi-Family energy projects provided support	2	1	7	5
# of new accounts buying 100% renewable energy (Green Energy Challenge)	-	50	602	100
# of participants in the Transportation Challenge		100	-	-
kWh of electricity use from Fast EV Chargers	-	6,917	27,500	35,000



<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Sustainable Manager</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>1.00</b>	<b>1.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Sustainability</i>	0	0	0	363,135
<b><i>Division Total</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>363,135</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	-	-	-	117,500
<i>Car and Clothing Allowances</i>	-	-	-	-
<i>Fringe Benefits</i>	-	-	-	46,500
<i>Overtime</i>	-	-	-	-
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	-	-	-	60
<b><i>Personnel Subtotal</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>164,060</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	-	-	181,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferences, Training, &amp; Dues</i>	-	-	-	3,075
<i>Special Events &amp; Programs</i>	-	-	-	15,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>199,075</b>
<b><i>Division Total</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>363,135</b>

# Sustainability

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## Adopted to Estimated Actual FY19:

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- Previously the Sustainability budget was combined with the Administration budget. Division expenditures are expected to be \$31,000 lower or 10 percent less than budget.
- The variance is due to lower rebates for residential programs, and lower than projected costs for new programming.

## FY20 Budget Highlights:

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- Division expenditures are \$95,000 lower — a decrease of 32 percent — compared to budgeted expenditures for FY19 due to reduced program budgets in contracted services (FY20 budget includes \$166,000, while FY19 included \$247,000) and the special events budget.
- Division FTEs remain the same. Additional funding for a part-time intern is also included.
- Approximately 45.2 percent of division expenditures are personnel related.
- Services and charges account for 49.8 percent of division expenditures and include funding for rebates for businesses (\$20,000), low- and moderate-income efficiency rebates (\$45,000), funding for multi-family efficiency projects (\$75,000) and residential rebates (\$5,000). Additionally, there are funds included to develop new initiatives (\$15,000) and promotion and outreach (\$6,000).
- Special Events & Programs account for 4.1 percent of division expenditures.

## Division Purpose:

Maintain the City's public gardens 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.
- Maintain all grass and turf on publicly owned spaces from spring through fall.
- Provide snow and ice removal for sidewalks along City owned facilities and parks.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
# of gardens maintained	51	51	51	51
# of bio-retention facilities maintained	47	50	54	56
# of streetscapes maintained	27	35	35	35

# Vegetation Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	4.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Vegetation Management</i>	258,366	301,158	209,460	428,740
<b><i>Division Total</i></b>	<b>258,366</b>	<b>301,158</b>	<b>209,460</b>	<b>428,740</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Vegetation Management Supervisor</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	2.00	3.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>4.00</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	137,562	141,500	100,000	248,520
<i>Fringe Benefits</i>	56,124	92,000	47,000	115,500
<i>Overtime</i>	11,667	6,720	8,000	8,500
<i>Car and Clothing Allowances</i>	900	1,290	900	1,850
<i>Contractual Labor</i>	26,850	30,558	35,000	21,750
<i>Employee Recognition</i>	90	90	60	1,120
<b><i>Personnel Subtotal</i></b>	<b>233,193</b>	<b>272,158</b>	<b>190,960</b>	<b>397,240</b>
<i>Supplies</i>	22,313	25,000	16,000	25,000
<i>Services and Charges</i>	602	1,000	750	1,000
<i>Utilities</i>	839	1,000	750	1,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferences, Training, &amp; Dues</i>	1,419	2,000	1,000	2,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>25,173</b>	<b>29,000</b>	<b>18,500</b>	<b>29,000</b>
<b><i>Division Total</i></b>	<b>258,366</b>	<b>301,158</b>	<b>209,460</b>	<b>426,240</b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$91,698 lower or 30.4 percent less than budget.
- The variance is attributable to lower than anticipated personnel costs due to vacancy of supervisor.

## FY20 Budget Highlights:

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- The previously titled Gardens Division is becoming the Vegetation Management Division and will oversee all grounds, gardens and turf maintenance for the City.
- Division expenditures are \$125,082 higher – an increase of 41.5 percent – compared to budgeted expenditures for FY19.
- The variance is attributable to the transfer of a technician previously included in the Right-of-Way division that will be moved to the Vegetation Management division. The position will be responsible for turf management and will also assist with other duties of the division. Additionally, a seasonal hire to assist with mowing responsibilities will be added. Those hours were previously covered by contractual labor in the Right of Way Division.
- Division FTEs have increased by one position due to reallocation of a position from Right-of-Way Maintenance.
- Approximately 93.2 percent of division expenditures are personnel related.
- Supplies comprise about 5.9 percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.
- Services and Charges, Utility (water) expenditures, and Training represent less than 1 percent combined.



# Urban Forest

## Division Purpose:

Manage the City's urban forest and enforce Takoma Park's Tree Ordinance. The division is overseen by a licensed arborist.

## Management Objectives

- 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 invasive plants in public areas.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
# of trees removed by permit	47	57	50	55
# of undesirable species trees removed by permit	9	17	15	15
# of Waivers issued by City Arborist	180	169	170	170
# of permit denials	59	62	60	60
Tree Impact Assessments	100	82	110	100
# of tree protection plan permits	25	49	70	60
# of trees planted in the right-of-way	121	35	120	120
# of bulk buy trees planted on private property	30	26	25	25
# of municipal infraction citations issued	13	3	4	5

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Urban Forest Manager</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>1.00</b>	<b>1.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Urban Forest</i>	220,748	285,960	288,120	266,330
<b><i>Division Total</i></b>	<b>220,748</b>	<b>285,960</b>	<b>288,120</b>	<b>266,330</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	81,885	82,500	87,260	89,000
<i>Fringe Benefits</i>	24,254	25,500	27,000	26,000
<i>Overtime</i>	5,914	2,000	3,200	2,000
<i>Car and Clothing Allowances</i>	-	430	430	450
<i>Employee Recognition</i>	30	30	30	30
<b><i>Personnel Subtotal</i></b>	<b>112,083</b>	<b>110,460</b>	<b>117,920</b>	<b>117,480</b>
<i>Supplies</i>	215	4,000	500	1,000
<i>Repairs and Maintenance</i>	652	-	-	-
<i>Services and Charges</i>	107,323	168,000	168,000	145,000
<i>Utilities</i>	0	1,000	1,000	1,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, &amp; Dues</i>	475	2,500	700	1,850
<b><i>Operating Expenditures Subtotal</i></b>	<b>108,665</b>	<b>175,500</b>	<b>170,200</b>	<b>148,850</b>
<b><i>Division Total</i></b>	<b>220,748</b>	<b>285,960</b>	<b>288,120</b>	<b>266,330</b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$2,160 higher or 0.8 percent more than budget.
- The variance is due to slightly higher than anticipated personnel costs.

### FY20 Budget Highlights:

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- Division expenditures are \$19,630 lower — a decrease of 6.9 percent — compared to budgeted expenditures for FY19. The variance is attributable to lower supplies and services and contract expenditures.
- FTEs remain unchanged.
- Approximately 44.1 percent of division expenditures are personnel related.
- Expenditures for supplies account for 0.4 percent of division expenditures.
- Services and charges account for approximately 54.4 percent of division expenditures and include tree maintenance (\$100,000) and tree planting (\$25,000 on public property and \$15,000 on private property). Additional funding of \$5,000 has been requested in FY20 for consulting services.
- Conferences and Training account for approximately 0.7 percent of division expenditures.



## 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 and work in the right-of-way. Implement online application submission when feasible.
- 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 area is restored appropriately.
- Provide civil engineering support to other City departments as necessary.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Miles of road resurfaced*	0	1.05	.85	1.5
Square yards of new sidewalk constructed**	0	250	2,250	3,300
Square yards of sidewalk repaired	2,756	1,463	200	1,200
Permits processed***	86	101	85	90

\*FY18 street restoration provided base repair on streets in Ward 6 and Ward 2 in preparation for resurfacing done by WSSC as part of required restoration due to water main replacement.

\*\* New sidewalks were installed in FY18 on Larch, in FY19 on Lincoln and Glenside, and proposed for FY20 on Flower Ave

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

## Performance/Workload Measures:

1. Sidewalk Design – previous requests include 8000 Maple Avenue, Kansas Lane
2. Sidewalk Construction – completion of Flower Avenue sidewalks
3. Sidewalk ADA Repairs – continue repairs on sidewalks not yet addressed in Ward 1, 3 and 4, continue repairs along SHA roadways

# City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.85	1.85	1.85
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>City Engineer</i>	0.50	0.50
<i>Public Works Projects Coordinator</i>	0.60	0.60
<i>Field Construction Manager</i>	0.75	0.75
<b><i>Division Total FTEs</i></b>	<b>1.85</b>	<b>1.85</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>City Engineer</i>	326,572	339,520	347,928	328,968
<b><i>Division Total</i></b>	<b>326,572</b>	<b>339,520</b>	<b>347,928</b>	<b>328,968</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	146,281	152,500	152,500	156,500
<i>Fringe Benefits</i>	58,757	68,000	76,000	69,000
<i>Overtime</i>	1,342	1,000	1,500	1,000
<i>Car &amp; Clothing Allowance</i>	338	430	338	337
<i>Employee Recognition</i>	90	90	90	1,181
<b><i>Personnel Subtotal</i></b>	<b>206,808</b>	<b>222,020</b>	<b>230,428</b>	<b>228,018</b>
<i>Services and Charges</i>	119,764	117,500	117,500	97,500
<i>Conferences, Training, &amp; Dues</i>	-	-	-	3,450
<b><i>Operating Expenditures Subtotal</i></b>	<b>119,764</b>	<b>117,500</b>	<b>117,500</b>	<b>100,950</b>
<b><i>Division Total</i></b>	<b>326,572</b>	<b>339,520</b>	<b>347,928</b>	<b>328,968</b>

### **Adopted to Estimated Actual FY19:**

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- Division expenditures are expected to be \$8,408 higher or 2.5 percent more than budget.
- The variance is primarily attributable to higher than anticipated personnel costs related to benefits.

### **FY20 Budget Highlights:**

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- Division expenditures are \$10,552 lower — a decrease of 3.1 percent — compared to budgeted expenditures for FY19.
- The variance is due to reduced services and contracts.
- Approximately 69.3 percent of division expenditures are personnel related.
- Approximately 29.6 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking and miscellaneous concrete repairs (\$80,000).
- Conferences, training and dues account for one percent of division expenditures.

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## City of Takoma Park



Egg Hunt Hug

## Recreation

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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, Youth Outreach, and Community Center.**

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	2.40	4.00	4.00
<i>Youth Outreach</i>	0.50	2.94	2.94
<i>Takoma Park Recreation Center</i>	3.71	3.16	3.16
<i>Community Programs</i>	1.71	2.33	2.33
<i>Athletic Fields and Facilities</i>	0.10	-	-
<i>Camps</i>	1.66	1.37	1.37
<i>Before and After School Programs</i>	2.02	2.37	2.37
<i>Community Center</i>	7.24	4.36	4.36
<b><i>Department Total FTEs</i></b>	<b>19.34</b>	<b>20.53</b>	<b>20.53</b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Takoma/Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020
<i>Program/Service Charges</i>	565,873	504,400	547,457	583,535
<b><i>Subtotal</i></b>	<b>650,893</b>	<b>589,420</b>	<b>632,477</b>	<b>668,555</b>
<i>General Fund</i>	1,097,934	1,399,130	1,341,183	1,393,917
<b><i>Department Total</i></b>	<b>1,748,827</b>	<b>1,988,550</b>	<b>1,973,660</b>	<b>2,062,472</b>

## Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	<i>1,021,121</i>	<i>1,111,880</i>	<i>1,092,575</i>	<i>1,137,284</i>
<i>Fringe Benefits</i>	<i>314,358</i>	<i>330,700</i>	<i>360,500</i>	<i>366,000</i>
<i>Overtime</i>	<i>6,588</i>	<i>10,500</i>	<i>7,000</i>	<i>9,200</i>
<i>Employee Recognition</i>	<i>3,192</i>	<i>2,120</i>	<i>2,581</i>	<i>2,710</i>
<b><i>Personnel Subtotal</i></b>	<b><i>1,345,259</i></b>	<b><i>1,455,200</i></b>	<b><i>1,462,656</i></b>	<b><i>1,515,194</i></b>
<i>Supplies</i>	<i>28,278</i>	<i>30,100</i>	<i>27,400</i>	<i>34,400</i>
<i>Computer Expenditures</i>	<i>1,996</i>	<i>7,000</i>	<i>7,500</i>	<i>8,700</i>
<i>Services and Charges</i>	<i>240,447</i>	<i>337,650</i>	<i>326,284</i>	<i>318,558</i>
<i>Communications</i>	<i>7,610</i>	<i>7,900</i>	<i>7,500</i>	<i>9,500</i>
<i>Office Expenditures</i>	<i>3,234</i>	<i>6,700</i>	<i>7,520</i>	<i>5,700</i>
<i>Conferences, Training, &amp; Dues</i>	<i>10,612</i>	<i>14,300</i>	<i>9,500</i>	<i>19,645</i>
<i>Special Events &amp; Programs</i>	<i>111,391</i>	<i>129,700</i>	<i>125,300</i>	<i>150,775</i>
<b><i>Operating Expenditures Subtotal</i></b>	<b><i>403,568</i></b>	<b><i>533,350</i></b>	<b><i>511,004</i></b>	<b><i>547,278</i></b>
<b><i>Department Total</i></b>	<b><i>1,748,827</i></b>	<b><i>1,988,550</i></b>	<b><i>1,973,660</i></b>	<b><i>2,062,472</i></b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	<i>346,789</i>	<i>551,970</i>	<i>551,824</i>	<i>578,473</i>
<i>Youth Outreach</i>	<i>29,471</i>	<i>301,182</i>	<i>270,745</i>	<i>299,420</i>
<i>Takoma Park Recreation Center</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>
<i>Community Programs</i>	<i>183,317</i>	<i>229,628</i>	<i>221,461</i>	<i>245,535</i>
<i>Athletic Fields and Facilities</i>	<i>60,797</i>	<i>84,500</i>	<i>83,000</i>	<i>77,700</i>
<i>Camps</i>	<i>116,736</i>	<i>127,980</i>	<i>125,615</i>	<i>131,630</i>
<i>Before and After School Programs</i>	<i>98,961</i>	<i>126,500</i>	<i>123,155</i>	<i>122,550</i>
<i>Community Center</i>	<i>661,853</i>	<i>380,410</i>	<i>409,610</i>	<i>415,260</i>
<b><i>Department Total</i></b>	<b><i>1,748,827</i></b>	<b><i>1,988,550</i></b>	<b><i>1,973,660</i></b>	<b><i>2,062,472</i></b>

## Department Summary

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### Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$14,890 less than budget.
- The variance is attributable to lower than expected costs for services and charges.

### FY20 Budget Highlights:

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- Departmental expenditures are \$73,922 higher — an increase of 3.7 percent — compared to budgeted expenditures for FY19.
- Departmental FTEs remain the same.
- Approximately 73.5 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$59,994 compared to budgeted expenditures for FY19.
- Services and charges account for about 15.4 percent of departmental expenditures. Expenditures in this category include contractual costs for field maintenance (\$53,500), contractual program instruction (\$90,900), and rental of school facilities (\$20,000).
- Expenditures related to special events and programs comprise approximately 7.3 percent of departmental expenditures. This category includes the cost of Celebrate Takoma (\$12,000), Monster Bash (\$9,500), Egg Hunt (\$4,900), Outdoor Movies (\$2,025), Community Center Classes (\$82,900) and classes at the Takoma Park Recreation Center (\$17,500).

### FY19 Accomplishments:

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- Created and implemented “Think Tank”; a free afterschool homework club for 5th-12th grade students, at Hampshire Towers Apartments. Think Tank is aimed to improve student success by providing help with homework and enrichment. This drop-in program was attended by an average of 12 students per session.
- Partnered with Hillwood Manor apartments to provide monthly events for young people in their community.
- Participated in the Takoma Park Success Fair; which brought together 15 resource partners to support the development and success of Takoma Park residents. This event was an alternative to a career fair or a college fair in that it provided non-traditional, inclusive pathways to career advancement. This event was attended by approximately 200 residents.



## Department Summary

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- Participated in the “Light It Up Blue” program in honor of Autism Awareness and Acceptance Month. The City of Takoma Park Recreation Department, Montgomery Parks and the City of Rockville Recreation and Parks, came together to create the all-inclusive event with the purpose of increasing the acceptance and understanding of autism. This event was attended by approximately 500 people.
- Created a partnership with Takoma Park Middle School to provide Hip Hop Yoga during the various lunch periods. This program is geared towards bridging the gap between self-care and cultural relevance. Each session promotes physical strength, emotional stability, and yoga practices backed to the rhythms of hip hop. There was an average of 15 middle school youth per session.
- Created and implemented a Competitive Gaming program, an esports program that provided our teenage youth (grades 6-12) the opportunity to participate in competitive esports, and compete for scholarship opportunities. Participants played schools across the United States and Canada. Our top participant ended the season ranked 50th of 400.
- Expanded the Youth Futsal League and successfully implemented two age group divisions. This allowed for more balanced games and enjoyable experiences for 80 participants.
- Renovation of Ed Wilhelm Field is underway. We have addressed the challenges of maintaining adequate turf coverage throughout the year (due to high-use). Plans to rejuvenate the playing surface to decompact the soil, regenerate natural Bermuda Grass, and improve irrigation efficiency are underway.
- Successfully implemented the After Hours Summer Basketball Program in partnership with the Takoma Park Police Department. There were 78 registered youth and young adults between the ages of 16-24. Participants had the opportunity to have a safe place to go in the summer during the hours of 9 pm and 11 pm.
- Partnered with Docs in Progress to offer film-making camps for youth ages 11-18 for Spring Break and Summer and also a summer camp for 55+ participants.
- Provided summer jobs for 14 Takoma Park residents as part of the Summer Youth Employment Program. There were seven local businesses that participated.
- Created a Teen Lounge Advisory Group (TLC), with ten members. The group’s purpose is to serve as an advisory council that assists with program planning and implementation in the Teen Lounge.
- Implemented a Healthy Cooking classes for teens to educate them on proper food handling procedures as well as healthy eating. 15 teens participated since this program’s inception.
- Partnered with the Takoma Park Police Department on a Back 2 School Glow party at the Takoma Park Recreation Center.

## Department Summary

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- Partnered with local artists for an Empty Bowls project. Empty Bowls is a National Grassroots program that helps promote hunger awareness. Bowls were sold as part of the MLK program in January and the department's Celebrate Takoma festival in May.
- Approximately 18 bowls were sold and the proceeds were donated to Adventist Community Services to assist with local food banks.
- Offered a STEM (Science, Technology, Engineering and Math) summer camp in conjunction with Mind Bloom, Inc. The camp featured a planetarium, exciting experiments, learning based projects and fun. There were 15 participants for the camp.
- Introduced a weekday evening trip for working seniors: Performance @ Toby's Dinner Theater

### FY20 Goals:

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- 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.
- Expand marketing materials (for select programs) in Spanish, Amharic and French to increase participation.
- Implement a FlexReg module within the existing registration software to streamline registration for staff and the end-user.
- Provide programming to help students transition successfully out of high school and into the next phase of their lives by exploring their interests, career, and educational options.
- Create, coordinate and implement an intergenerational trip for Dance Camp participants and seniors.
- Expand participation and programming opportunities for participants in the New Ave Adventure Camp.
- Work with MCPS regarding Lee Jordan Field use during construction of the Takoma Park Middle School.
- Provide additional emergency training opportunities for part-time staff.

## Division Purpose:

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

## Management Objectives

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- Execute a contract to provide diversity training and implement procedures that present the City as a welcoming environment for all.
- 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.
- Expand marketing materials (for select programs) in Spanish, Amharic and French to increase participation.
- Ensure all career staff receive training and professional development through the National Recreation and Parks Association and the Maryland Recreation and Parks Association.
- Implement the FlexReg module within the existing registration software to streamline registration for staff and the end-user.

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	2.40	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.40</b>	<b>4.00</b>	<b>4.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Director</i>	1.00	1.00
<i>Assistant Recreation Director</i>	1.00	1.00
<i>Administrative Assistant I</i>	1.00	1.00
<i>Customer Service &amp; Passport Technician</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>4.00</b>	<b>4.00</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Administration</i>	346,789	551,970	551,824	578,473
<b><i>Division Total</i></b>	<b>346,789</b>	<b>551,970</b>	<b>551,824</b>	<b>578,473</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	191,132	330,000	327,200	340,500
<i>Fringe Benefits</i>	83,361	126,500	137,000	132,500
<i>Overtime</i>	1,785	1,000	700	1,000
<i>Employee Recognition</i>	72	120	120	120
<b><i>Personnel Subtotal</i></b>	<b>276,350</b>	<b>457,620</b>	<b>465,020</b>	<b>474,120</b>
<i>Supplies</i>	5,628	4,300	4,300	4,300
<i>Computer Expenditures</i>	1,996	6,000	6,000	7,200
<i>Services and Charges</i>	43,502	62,650	59,684	66,008
<i>Communications</i>	7,610	7,300	7,200	8,900
<i>Office Expenditures</i>	1,451	1,000	1,320	1,000
<i>Conferences, Training, &amp; Dues</i>	10,252	13,100	8,300	16,945
<b><i>Operating Expenditures Subtotal</i></b>	<b>70,439</b>	<b>94,350</b>	<b>86,804</b>	<b>104,353</b>
<b><i>Division Total</i></b>	<b>346,789</b>	<b>551,970</b>	<b>551,824</b>	<b>578,473</b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$146 less than budget.

## FY20 Budget Highlights:

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- Division expenditures are \$26,503 higher — an increase of 4.8 percent — compared to budgeted expenditures for FY19. The variance is attributable to expenditures related to personnel and services and charges.
- Division FTEs remained the same.
- Approximately 82 percent of division expenditures are personnel related.
- Services and charges represent about 11.4 percent of division expenditures. This category includes such expenses as 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).
- Expenditures categorized as conferences, training and dues account for about 2.9 percent of division expenditures. This category includes expenses such as staff training, Maryland Recreation and Parks and National Recreation and Parks Associations conference attendance, and association dues.

# Youth Outreach

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## Division Purpose:

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

## Management Objectives

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- Enhance the competitive gaming program by partnering with local universities to develop and enhance career interests for participants.
- Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.
- Develop and implement a Success Fair at the Takoma Park Middle School.
- Increase the number of developmental trip opportunities for teens.
- Continue to provide meaningful service learning opportunities for teens. Partner with local organizations to enhance offerings and opportunities.
- Enhance class offering for teens by providing Home Economics and Financial Wellness workshops.
- Work with local businesses to increase the number of partners for the Summer Youth Employment program.

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.50	2.00	2.00
<i>FTEs without benefits</i>	-	0.94	0.94
<b><i>Division Total</i></b>	<b>0.50</b>	<b>2.94</b>	<b>2.94</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Program Supervisor Teens</i>	1.00	1.00
<i>Youth Success Coordinator</i>	1.00	1.00
<i>Summer Youth Seasonal Staff</i>	0.94	0.94
<b><i>Division Total FTEs</i></b>	<b>2.94</b>	<b>2.94</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Youth Outreach</i>	29,471	301,182	270,745	299,420
<b><i>Division Total</i></b>	<b>29,471</b>	<b>301,182</b>	<b>270,745</b>	<b>299,420</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	23,801	188,622	176,725	182,300
<i>Fringe Benefits</i>	4,444	57,000	43,500	56,500
<i>Overtime</i>	141	500	500	500
<i>Employee Recognition</i>	9	60	120	120
<b><i>Personnel Subtotal</i></b>	<b>28,395</b>	<b>246,182</b>	<b>220,845</b>	<b>239,420</b>
<i>Supplies</i>	-	3,400	3,400	6,000
<i>Services and Charges</i>	-	15,950	13,800	12,600
<i>Office Expenditures</i>	-	2,000	2,000	1,000
<i>Special Events &amp; Programs</i>	1,076	33,650	30,700	40,400
<b><i>Operating Expenditures Subtotal</i></b>	<b>1,076</b>	<b>55,000</b>	<b>49,900</b>	<b>60,000</b>
<b><i>Division Total</i></b>	<b>29,471</b>	<b>301,182</b>	<b>270,745</b>	<b>299,420</b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$30,437 less than budget.
- The variance is primarily attributable to personnel costs.

## FY20 Budget Highlights:

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- Division expenditures are \$1,762 less than budgeted expenditures for FY19.
- Division FTEs remain the same.
- Approximately 80 percent of division expenditures are personnel related.
- Services and charges represent approximately 4.2 percent of division expenditures. This category includes the cost of contractual programming (\$10,000).
- Expenditures categorized as special events and programs account for about 13.5 percent of division expenditures. This classification includes certain programmatic costs such as youth success, including health & fitness and e-sports (\$25,000), special events (\$1,950), classes (\$1,450), and trips (\$7,500).



# Takoma Park Recreation Center

## Division Purpose:

The City expects to assume ownership of the Takoma Park Recreation Center located on New Hampshire Avenue in FY20. The City receives an operating payment from the County (\$85,020) that covers only about 44% of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$106,884.

## Management Objectives:

- Work with the Recreation Committee, Friends of the Takoma Park Recreation Center and community members to develop a vision for the Recreation Center that includes physical structure, programming and partnerships.
- Initiate programs and partnerships to enhance class offerings for teens and young adults that advance the Youth Success initiative.
- Expand participation and programming opportunities for participants in The New Ave Adventure camp.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Memberships (Gym)	79	81	110	115
Memberships (Fitness Only)	30	53	65	70
Memberships (55+)	85	72	90	95
After the Bell participation	6	20	20	25
People served	13,128	13,260	14,500	14,800

# Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	<i>1.50</i>	<i>1.00</i>	<i>1.00</i>
<i>FTEs without benefits</i>	<i>2.21</i>	<i>2.16</i>	<i>2.16</i>
<b><i>Division Total</i></b>	<b><i>3.71</i></b>	<b><i>3.16</i></b>	<b><i>3.16</i></b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Supervisor I</i>	<i>1.00</i>	<i>1.00</i>
<i>Part-time Staff</i>	<i>2.16</i>	<i>2.16</i>
<b><i>Division Total FTEs</i></b>	<b><i>3.16</i></b>	<b><i>3.16</i></b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Takoma Park Recreation Center</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>
<b><i>Division Total</i></b>	<b><i>250,903</i></b>	<b><i>186,380</i></b>	<b><i>188,250</i></b>	<b><i>191,904</i></b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	<i>164,982</i>	<i>119,000</i>	<i>118,200</i>	<i>123,824</i>
<i>Fringe Benefits</i>	<i>43,846</i>	<i>27,000</i>	<i>30,500</i>	<i>27,000</i>
<i>Overtime</i>	<i>827</i>	<i>2,000</i>	<i>1,200</i>	<i>1,200</i>
<i>Employee Recognition</i>	<i>1,293</i>	<i>180</i>	<i>750</i>	<i>180</i>
<b><i>Personnel Subtotal</i></b>	<b><i>210,948</i></b>	<b><i>148,180</i></b>	<b><i>150,650</i></b>	<b><i>152,204</i></b>
<i>Supplies</i>	<i>10,084</i>	<i>3,750</i>	<i>3,300</i>	<i>4,750</i>
<i>Computer Expenditures</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>500</i>
<i>Services and Charges</i>	<i>23,582</i>	<i>23,500</i>	<i>23,200</i>	<i>23,500</i>
<i>Communications</i>	<i>-</i>	<i>600</i>	<i>300</i>	<i>600</i>
<i>Office Expenditures</i>	<i>1,371</i>	<i>1,200</i>	<i>1,700</i>	<i>1,200</i>
<i>Special Events &amp; Programs</i>	<i>4,918</i>	<i>9,150</i>	<i>8,600</i>	<i>9,150</i>
<b><i>Operating Expenditures Subtotal</i></b>	<b><i>39,955</i></b>	<b><i>38,200</i></b>	<b><i>37,600</i></b>	<b><i>39,700</i></b>
<b><i>Division Total</i></b>	<b><i>250,903</i></b>	<b><i>186,380</i></b>	<b><i>188,250</i></b>	<b><i>191,904</i></b>

## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$1,870 more than budget.
- The variance is primarily attributable to personnel costs.

## FY20 Budget Highlights:

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- Division expenditures are \$5,524 higher — an increase of 2.9 percent — than budgeted expenditures for FY19.
- The variance is primarily attributable to personnel costs.
- Division FTEs remain the same.
- Approximately 79.3 percent of division expenditures are personnel related.
- Services and charges represent approximately 12.2 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and transportation (\$3,250).
- Expenditures categorized as special events and programs account for about 4.7 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 drop-in adult volleyball and pickleball program.
- Enhance the programing and activities offered at the annual Egg Hunt.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Adult Basketball League Teams	6	6	6	8
Adult Softball League Teams	6	4	6	6
Flag Football League Participants	102	NA	NA	NA
Futsal League Participants	64	80	80	100
T-Ball League Participants	108	70	80	80
Tennis Lesson Participants	150	150	175	175
Winter Basketball League Participants	650	673	720	760
Y.E.S. League Participants	73	112	100	100
Celebrate Takoma Festival Participants	911	930	950	1,000
Egg Hunt Participants	440	460	475	475
Monster Bash Participants	810	800	820	835

## Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.20	1.50	1.50
<i>FTEs without benefits</i>	0.51	0.83	0.83
<b><i>Division Total</i></b>	<b>1.71</b>	<b>2.33</b>	<b>2.33</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Program Manager II</i>	1.00	1.00
<i>Recreation Specialist</i>	0.50	0.50
<i>Seasonal Staff</i>	0.83	0.83
<b><i>Division Total FTEs</i></b>	<b>2.33</b>	<b>2.33</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Community Programs</i>	183,317	229,628	221,461	245,535
<b><i>Division Total</i></b>	<b>183,317</b>	<b>229,628</b>	<b>221,461</b>	<b>245,535</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	87,776	124,348	121,000	129,000
<i>Fringe Benefits</i>	30,209	41,000	36,000	42,000
<i>Overtime</i>	226	2,500	3,500	2,500
<i>Employee Recognition</i>	81	330	461	360
<b><i>Personnel Subtotal</i></b>	<b>118,292</b>	<b>168,178</b>	<b>160,961</b>	<b>173,860</b>
<i>Supplies</i>	115	-	-	700
<i>Services and Charges</i>	10,450	11,050	11,000	11,250
<i>Special Events &amp; Programs</i>	54,460	50,400	49,500	59,725
<b><i>Operating Expenditures Subtotal</i></b>	<b>65,025</b>	<b>61,450</b>	<b>60,500</b>	<b>71,675</b>
<b><i>Division Total</i></b>	<b>183,317</b>	<b>229,628</b>	<b>221,461</b>	<b>245,535</b>

# Community Programs

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$8,167 less than budget.
- The variance is primarily attributable to personnel costs.

## FY20 Budget Highlights:

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- Division expenditures are \$15,907 higher — an increase of 6.9 percent — compared to budgeted expenditures for FY19.
- The variance is primarily attributable to an increase in personnel costs and an increase in special events.
- Division FTEs remain the same.
- Approximately 71 percent of division expenditures are personnel related.
- Expenditures categorized as special events and programs account for approximately 24.3 percent of division expenditures. This classification includes expenditures for department-sponsored special events such as the Monster Bash Parade, Egg Hunt, Celebrate Takoma, outdoor movies, and sports programs.

## 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.
- Work with MCPS regarding Lee Jordan field use during construction of the Takoma Park Middle School.
- Explore and implement turf management options that meet the City's Safe Grow regulations.
- Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction.

### Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of Resident Rentals at TPCC	140	140	135	145
Number of Non-Resident Rentals at TPCC	30	30	26	32
Percentage of days used at TPCC	74%	74%	85%	86%
Number of Resident Rentals at TPRC	17	43	50	55
Number of Non-Resident Rentals at TPRC	16	30	40	45
Percentage of days used at TPRC	80%	80%	80%	80%
Number of Resident Rentals at Heffner	54	54	47	55
Number of Non-Resident Rentals at Heffner	15	15	12	18
Percentage of days used at Heffner	75%	75%	84%	80%

# Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.10	-	-
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>0.10</b>	<b>-</b>	<b>-</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
	-	-
<b><i>Division Total FTEs</i></b>	<b>-</b>	<b>-</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Athletic Fields and Facilities</i>	60,797	84,500	83,000	77,700
<b><i>Division Total</i></b>	<b>60,797</b>	<b>84,500</b>	<b>83,000</b>	<b>77,700</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	10,733	-	-	-
<i>Fringe Benefits</i>	3,978	-	-	-
<i>Overtime</i>	48	-	-	-
<i>Employee Recognition</i>	5	-	-	-
<b><i>Personnel Subtotal</i></b>	<b>14,764</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	46,033	84,500	83,000	77,700
<i>Office Expenditures</i>	-	-	-	-
<b><i>Operating Expenditures Subtotal</i></b>	<b>46,033</b>	<b>84,500</b>	<b>83,000</b>	<b>77,700</b>
<b><i>Division Total</i></b>	<b>60,797</b>	<b>84,500</b>	<b>83,000</b>	<b>77,700</b>



### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$1,500 less than budget.

### FY20 Budget Highlights:

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- Division expenditures are \$6,800 lower — a decrease of 8.0 percent — compared to budgeted expenditures for FY19. The variance is attributable to a decrease in Community Use of Public Facilities (CUPF) rental for anticipated library construction.
- Division FTEs remain the same.
- Services and charges represent 100 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$57,500) and monies paid to Community Use of Public Facilities (CUPF) for City-provided recreational programs (\$20,000).

# 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 the New Ave Adventure Camp, 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 90 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.
- Explore adding a ½ day tot camp for ages 3-4.
- Continue to provide innovative specialty camps for a variety of interests.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of participants in Counselor-in-Training Program	13	13	13	13
Percentage of favorable ratings for Spring Break Camp	90	90	90	90
Percentage of evaluations returned for Spring Break Camp	80	83	80	80
Percentage of favorable ratings for Summer Camp	85	90	90	80
Percentage of evaluations returned for Summer Camp	70	80	80	80
Number of summer specialty camps	8	9	9	10
Number of skill building teen camp opportunities	1	2	2	5

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.75	0.50	0.50
<i>FTEs without benefits</i>	0.91	0.87	0.87
<b><i>Division Total</i></b>	<b>1.66</b>	<b>1.37</b>	<b>1.37</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Program Supervisor Kids/Camps</i>	0.50	0.50
<i>Seasonal Staff</i>	0.87	0.87
<b><i>Division Total FTEs</i></b>	<b>1.37</b>	<b>1.37</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Camps</i>	116,736	127,980	125,615	131,630
<b><i>Division Total</i></b>	<b>116,736</b>	<b>127,980</b>	<b>125,615</b>	<b>131,630</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	61,664	55,800	55,800	58,200
<i>Fringe Benefits</i>	14,561	19,000	18,000	19,000
<i>Overtime</i>	180	1,000	500	1,000
<i>Employee Recognition</i>	47	580	415	330
<b><i>Personnel Subtotal</i></b>	<b>76,452</b>	<b>76,380</b>	<b>74,715</b>	<b>78,530</b>
<i>Supplies</i>	1,883	1,800	1,700	1,800
<i>Services and Charges</i>	34,286	44,200	43,600	44,200
<i>Conferences, Training, &amp; Dues</i>	360	600	600	2,100
<i>Special Events &amp; Programs</i>	3,755	5,000	5,000	5,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>40,284</b>	<b>51,600</b>	<b>50,900</b>	<b>53,100</b>
<b><i>Division Total</i></b>	<b>116,736</b>	<b>127,980</b>	<b>125,615</b>	<b>131,630</b>

# Camps

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$2,365 less than budget.
- The variance is attributable to personnel costs.

## FY20 Budget Highlights:

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- Division expenditures are \$3,650 higher — an increase of 2.9 percent — compared budgeted expenditures for FY19.
- Approximately 60 percent of division expenditures are personnel related.
- Division FTEs remain the same.
- Services and charges represent about 33.6 percent of division expenditures. This category includes contractual costs for camp instructors, special programs and transportation.
- Expenditures categorized as special events and programs account for approximately four percent of division expenditures. This category includes certain programmatic costs such as 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 85 percent or better rate of return for surveys.
- Explore partnerships to increase the amount of healthy snack options.
- Explore grant opportunities for aftercare programs.
- Provide additional emergency training opportunities for program staff.

### Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Percentage of evaluations returned	80	86	90	90
Ratio of Contractor/Staff-led clubs and activities	2/8	2/8	2/8	N/A
Percentage of favorable ratings for Before/After Care	90	92	90	92
Contractor-led clubs/activities	2	2	2	0

## Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.60	0.50	0.50
<i>FTEs without benefits</i>	1.42	1.87	1.87
<b><i>Division Total</i></b>	<b>2.02</b>	<b>2.37</b>	<b>2.37</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Program Supervisor Kids/Camps</i>	0.50	0.50
<i>Part-time Staff</i>	1.87	1.87
<b><i>Division Total FTEs</i></b>	<b>2.37</b>	<b>2.37</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Before and After School Programs</i>	98,961	126,500	123,155	122,550
<b><i>Division Total</i></b>	<b>98,961</b>	<b>126,500</b>	<b>123,155</b>	<b>122,550</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	72,810	86,460	86,000	87,460
<i>Fringe Benefits</i>	18,734	25,200	24,500	25,500
<i>Overtime</i>	116	1,500	500	1,000
<i>Employee Recognition</i>	194	490	355	240
<b><i>Personnel Subtotal</i></b>	<b>91,854</b>	<b>113,650</b>	<b>111,355</b>	<b>114,200</b>
<i>Supplies</i>	4,011	5,850	5,700	5,850
<i>Services and Charges</i>	3,096	4,900	4,000	400
<i>Conferences, Training, &amp; Dues</i>	-	600	600	600
<i>Special Events &amp; Programs</i>	-	1,500	1,500	1,500
<b><i>Operating Expenditures Subtotal</i></b>	<b>7,107</b>	<b>12,850</b>	<b>11,800</b>	<b>8,350</b>
<b><i>Division Total</i></b>	<b>98,961</b>	<b>126,500</b>	<b>123,155</b>	<b>122,550</b>

## Before & After School Programs

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### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$3,345 less than budget.
- The variance is attributable to personnel costs and services and charges.

### FY20 Budget Highlights:

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- Division expenditures are \$3,950 lower — a decrease of 3.1 percent — compared to budgeted expenditures for FY19.
- The variance is attributable to removing the contractor portion of programming for the After School Program.
- Division FTEs remain the same.
- Approximately 93.2 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

- Continue to enhance and expand programming in the multi-media lab that encourages increased usage from youth, teens and seniors.
- Continue the 55+ Summer Camp program and increase the number of participants.
- Create new opportunities for our senior population to participate in technology and computer classes.
- Explore options to offer outdoor programming in local City Parks.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of developmental teen programs/ trips	20	20	25	30
Number of teens participating in developmental programs/ trips	140	140	141	160
Number of active adult programs	12	12	13	13
Number of Senior Camp participants			16	18
Number of participants in active adult programs	594	594	890	900
Number of Senior Program partners	4	4	5	6



# Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	4.45	2.00	2.00
<i>FTEs without benefits</i>	2.79	2.36	2.36
<b><i>Division Total</i></b>	<b>7.24</b>	<b>4.36</b>	<b>4.36</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Recreation Facilities Manager</i>	1.00	1.00
<i>Recreation Program Coordinator - Seniors</i>	1.00	1.00
<i>Part-time Staff</i>	2.36	2.36
<b><i>Division Total FTEs</i></b>	<b>4.36</b>	<b>4.36</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Community Center</i>	661,853	380,410	409,610	415,260
<b><i>Division Total</i></b>	<b>661,853</b>	<b>380,410</b>	<b>409,610</b>	<b>415,260</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	408,221	207,650	207,650	216,000
<i>Fringe Benefits</i>	115,225	35,000	71,000	63,500
<i>Overtime</i>	3,265	2,000	100	2,000
<i>Employee Recognition</i>	1,493	360	360	1,360
<b><i>Personnel Subtotal</i></b>	<b>528,204</b>	<b>245,010</b>	<b>279,110</b>	<b>282,860</b>
<i>Supplies</i>	6,556	11,000	9,000	11,000
<i>Computer Expenditures</i>	-	1,000	1,000	1,000
<i>Services and Charges</i>	79,498	90,900	88,000	82,900
<i>Office Expenditures</i>	413	2,500	2,500	2,500
<i>Special Events &amp; Programs</i>	47,182	30,000	30,000	35,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>133,649</b>	<b>135,400</b>	<b>130,500</b>	<b>132,400</b>
<b><i>Division Total</i></b>	<b>661,853</b>	<b>380,410</b>	<b>409,610</b>	<b>415,260</b>

# Takoma Park Community Center

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$29,200 higher than budget.
- The variance is attributable to higher than expected costs for fringe benefits.

## FY20 Budget Highlights:

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- Division expenditures are \$34,850 increase — an increase of 9.2 percent — compared to budgeted expenditures for FY19.
- The variance is primarily attributable to an increase in fringe benefits and an increase in senior program funding.
- Approximately 68.1 percent of division expenditures are personnel related.
- Division FTEs remain the same.
- Services and charges represent about 20 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$82,900).
- Expenditures categorized as special events and programs account for 8.4 percent of division expenditures. This classification includes costs for senior programming (\$35,000).

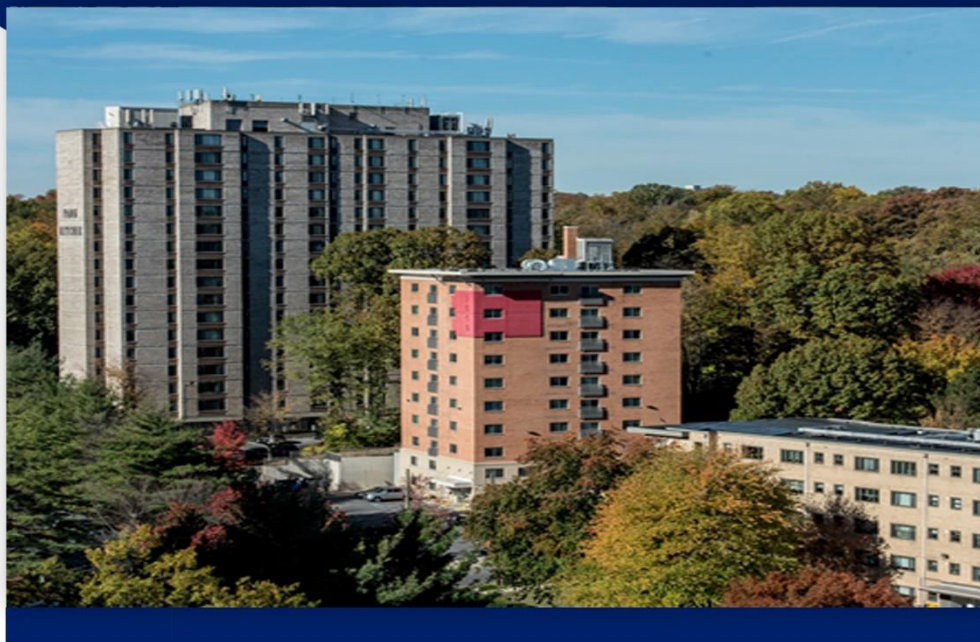
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## City of Takoma Park

### Housing & Community Development



Takoma Park

Photo credit: Sam Kittner Photography

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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. Historically these functions have been accounted for in three divisions: **HCD Administration, Planning and Development Services**, and **Housing and Community Services**. A fourth division – **Economic Development** – was added in FY19 to provide greater focus on the Council's economic development goals. In FY20, **Arts and Humanities** became its own division to provide a clearer breakdown of program costs.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>HCD Administration</i>	<i>1.50</i>	<i>1.50</i>	<i>1.50</i>
<i>Economic Development</i>	<i>-</i>	<i>1.00</i>	<i>1.00</i>
<i>Arts and Humanities</i>	<i>0.50</i>	<i>0.50</i>	<i>0.63</i>
<i>Planning and Development Services</i>	<i>2.38</i>	<i>2.50</i>	<i>2.50</i>
<i>Housing and Community Services</i>	<i>4.00</i>	<i>4.00</i>	<i>4.50</i>
<b><i>Department Total FTEs</i></b>	<b><i>8.38</i></b>	<b><i>9.50</i></b>	<b><i>10.13</i></b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Inspection Fees</i>	<i>325,943</i>	<i>333,595</i>	<i>333,595</i>	<i>306,674</i>
<b><i>Subtotal</i></b>	<b><i>325,943</i></b>	<b><i>333,595</i></b>	<b><i>333,595</i></b>	<b><i>306,674</i></b>
<i>General Fund</i>	<i>1,003,839</i>	<i>1,402,107</i>	<i>1,295,604</i>	<i>1,561,009</i>
<b><i>Department Total</i></b>	<b><i>1,329,782</i></b>	<b><i>1,735,702</i></b>	<b><i>1,629,199</i></b>	<b><i>1,867,683</i></b>

## Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	609,379	787,136	769,656	857,620
<i>Fringe Benefits</i>	210,826	317,318	255,000	273,200
<i>Overtime</i>	5,885	12,500	18,600	12,000
<i>Employee Recognition</i>	1,385	1,480	1,435	3,510
<b><i>Personnel Subtotal</i></b>	<b>827,475</b>	<b>1,118,434</b>	<b>1,044,691</b>	<b>1,146,330</b>
<i>Supplies</i>	10,007	22,400	22,400	22,700
<i>Computer Expenditures</i>	4,919	16,350	13,850	10,100
<i>Services and Charges</i>	460,395	468,542	461,042	607,151
<i>Communications</i>	5,491	6,616	6,616	9,452
<i>Office Expenditures</i>	1,689	6,160	4,700	6,800
<i>Conferences, Training, &amp; Dues</i>	6,315	53,000	37,900	39,250
<i>Special Events &amp; Programs</i>	13,490	44,200	38,000	25,900
<b><i>Operating Expenditures Subtotal</i></b>	<b>502,307</b>	<b>617,268</b>	<b>584,508</b>	<b>721,353</b>
<b><i>Department Total</i></b>	<b>1,329,782</b>	<b>1,735,702</b>	<b>1,629,199</b>	<b>1,867,683</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>HCD Administration</i>	307,730	347,754	337,389	183,880
<i>Economic Development</i>	-	225,454	173,676	380,860
<i>Arts and Humanities</i>	-	-	-	74,010
<i>Planning and Development Services</i>	411,243	398,920	400,220	394,250
<i>Housing and Community Services</i>	610,809	763,574	717,914	834,683
<b><i>Department Total</i></b>	<b>1,329,782</b>	<b>1,735,702</b>	<b>1,629,199</b>	<b>1,867,683</b>

## Department Summary

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### Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$106,503 less than budget.
- The variance is primarily attributable to the Community Development Manager for Economic Development position remaining vacant for longer than anticipated, though there were small savings in several budget lines across the department.

### FY20 Budget Highlights:

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- Departmental expenditures are \$131,981 higher – an increase of 7.6 percent – compared to budgeted expenditures for FY19.
- The variance is primarily attributable to an increase in personnel costs, including an increase in the hours of a half-time position to make it fulltime and the addition of an intern to assist in the Economic Development division.
- Departmental FTEs increase by 0.63 due to an increase in hours for positions in the Housing and Community Services division and Arts and Humanities division.
- Approximately 61.4 percent of departmental expenditures are personnel related.
- Services and charges account for 32.5 percent of departmental expenditures. Expenditures in this category include rental-housing inspection services provided by Montgomery County (\$257,078), contractual costs for economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$65,000), implementation of the Housing and Economic Development Strategic Plan (\$20,000), and other miscellaneous contractual costs.
- Supplies, computer expenditures, communication, and office expenditures comprise \$49,052, or approximately 2.6 percent of the budget.
- Special events and programs account for about 1.4 percent of department expenditures. This category includes budget for programs such as transportation-pedestrian projects (\$20,000) and iCanShine bike camp (\$3,200).

### FY19 Accomplishments:

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- Established a new Economic Development Division within the Department of Housing and Community Development and hired an Economic Development Manager that began in January.
- Facilitated an Opportunity Zone Bus Tour along New Hampshire Avenue in collaboration with the Montgomery County Economic Development Corporation.

- Created a partnership with the Latino Economic Development Center to bring business development training workshops and counseling to Takoma Park businesses. The workshops included: Starting a Business in Maryland and Small Business Marketing Strategy. Three workshops were held.
- Held the City's first workforce development fair. The "Takoma Park Success Fair" was led by the Economic Development Division with support from the Recreation Department. The Success Fair established workforce development partners with 12 new organizations not previously connected to Takoma Park.
- Established a youth focused workforce development Summer STEM program in partnership with Code Partners. The program introduced software coding for gaming and robotics to 16 Takoma Park youth.
- Accepted into the 2019-2020 Start-Up in Residence Network.
- Applied for the MD Department of Housing and Community Development Community Legacy grant for signage and façade improvements along the New Hampshire Avenue corridor.

### FY20 Goals:

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- Support ongoing and upcoming development projects.
- Leverage new workforce partnerships to host a pop-up hiring event.
- Continue development of resource partners for business development training and support.
- Draft and issue an RFP for the public engagement process for the redevelopment of the Takoma Park Recreation Center.
- Support the development of the Washington Adventist Hospital and advocate for the City's priorities of Education, Housing, and Health Care at the site.
- Support the development of the Takoma Junction by identifying potential small businesses for the upcoming commercial space within the project.
- Establish a business outreach campaign to educate businesses of local support resources.
- Apply for additional development support through Maryland Department of Housing and Community Development grant programs.
- Establish Opportunity Zone materials for potential development and finance partners.



# HCD Administration

## Division Purpose:

Oversight of departmental functions; establishment of departmental goals; preparation and monitoring of departmental budget; development and implementation of policies, programs, and special projects; development and coordination of cultural programming.

## Management Objectives

- Coordinate work of HCD divisions.
- Implementation of the Housing and Economic Development Strategic Plan.
- Implementation of the Takoma Park Cultural Plan.
- Facilitate the redevelopment of the Takoma Junction site.
- Facilitate the transfer of the Takoma Park Recreation Center to the City.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Public Realm Projects	4	4	4	4
Special Revenue Fund Projects Administered	5	5	6	5
Service Contracts Monitored	13	13	16	20
Cultural Programs Offered	46	46	42	40
Economic Development Projects	0	0	1	3
Boards and Commissions Staffed	4	4	4	4

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.50	1.50	1.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Director of Housing and Community Development</i>	1.00	1.00
<i>Administrative Assistant</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>1.50</b>	<b>1.50</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>HCD Administration</i>	307,730	347,754	337,389	183,880
<b><i>Division Total</i></b>	<b>307,730</b>	<b>347,754</b>	<b>337,389</b>	<b>183,880</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	196,224	203,360	200,680	89,440
<i>Fringe Benefits</i>	74,091	72,500	72,000	26,500
<i>Overtime</i>	1,469	3,500	3,300	1,000
<i>Employee Recognition</i>	75	90	105	60
<b><i>Personnel Subtotal</i></b>	<b>271,859</b>	<b>279,450</b>	<b>276,085</b>	<b>117,000</b>
<i>Supplies</i>	1,072	2,400	2,400	2,700
<i>Computer Expenditures</i>	4,919	16,350	13,850	10,100
<i>Services and Charges</i>	23,211	39,738	34,738	43,478
<i>Communications</i>	5,491	6,616	6,616	8,752
<i>Office Expenditures</i>	1,178	1,700	1,700	1,100
<i>Conferences, Training, &amp; Dues</i>	-	1,500	2,000	750
<b><i>Operating Expenditures Subtotal</i></b>	<b>35,871</b>	<b>68,304</b>	<b>61,304</b>	<b>66,880</b>
<b><i>Division Total</i></b>	<b>307,730</b>	<b>347,754</b>	<b>337,389</b>	<b>183,880</b>

# HCD Administration

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be about \$10,365 less than the adopted budget.

## FY20 Budget Highlights:

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- Division expenditures are \$163,874 less — a decrease of 47.1 percent — compared to budgeted expenditures for FY19.
- The variance is primarily attributable to the vacancy in the HCD Director position which is expected to remain vacant for half of the year.
- Approximately 63.6 percent of division expenditures are personnel related.
- Services and charges represent 23.6 percent of division expenditures. This category includes copier lease costs and postage costs, as well as marketing for City programs associated with HCD programs.
- Supplies, computer expenditures, communication, and office expenditures comprise \$22,652, or approximately 12.3 percent of the budget.

## Division Purpose:

Administration of economic development programs; monitoring and facilitation of multi-jurisdictional economic development initiatives; development and coordination of business retention, expansion and recruitment programs; provision of technical assistance to business community; facilitation of workforce development efforts; and monitoring of development projects.

## Management Objectives:

- Manage the operations of the new Economic Development Division.
- Monitor and coordinate contract for services with Main Street Takoma and Takoma Langley Crossroads CDA.
- Develop and initiate implementation of the Takoma Park Business Retention and Expansion project.
- Initiate implementation of the economic development recommendations included in the Housing and Economic Development Strategic Plan.
- Support ongoing and upcoming development projects such as Takoma Junction, Washington Adventist Hospital, Takoma Recreation Center and private properties.
- Establish workforce development resource partnerships and linkages.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Economic Development Projects	0	0	1	3
Business Retention and Expansion Contacts	0	0	20	75
Individual Technical Support Contacts	0	0	5	10
Workforce Development Resource Partners	0	0	5	10

## Economic Development

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	-	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	-	1.00	1.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Community Development Manager - Economic Development</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Economic Development</i>	-	225,454	173,676	380,860
<b><i>Division Total</i></b>	-	225,454	173,676	380,860

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	-	46,976	46,976	136,100
<i>Fringe Benefits</i>	-	64,318	18,000	41,000
<i>Overtime</i>	-	500	-	-
<i>Employee Recognition</i>	-	60	-	60
<b><i>Personnel Subtotal</i></b>	-	111,854	64,976	177,160
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	97,200	97,200	193,700
<i>Communication</i>	-	-	-	700
<i>Office Expenditures</i>	-	1,000	1,000	1,000
<i>Conferences, Training, &amp; Dues</i>	-	15,400	10,500	8,300
<b><i>Operating Expenditures Subtotal</i></b>	-	113,600	108,700	203,700
<b><i>Division Total</i></b>	-	225,454	173,676	380,860

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$51,778 less than budget.
- The variance is primarily attributable to personnel fringe benefits being used for only the Community Development Manager for Economic Development and not for the Economic Development Specialist position which was eliminated in the FY19 adopted budget. Additionally, the Community Development Manager for Economic Development position was vacant for longer than anticipated due to the time it took to recruit and hire for the position.

### FY20 Budget Highlights:

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- Approximately 46.5 percent of Division expenditures are personnel related. The prior year personal expenditure accounted for half of the annual salary. FY20 will include an expenditure of a full year of salary for the Community Development Manager for Economic Development.
- Division FTEs do not change.
- Services and charges represent 50.9 percent of division expenditures. This category includes contracts for economic development services with Main Street Takoma and Takoma Langley Crossroads CDA (\$65,000), costs related to implementation of the Housing and Economic Development Strategic Plan (\$20,000), technical support for small businesses (\$5,000) and analytic and website services (\$10,000). There is a total increase of \$13,000 which includes \$5,000 for Community Marketing/Promotion Campaign, an additional \$1,000 for printing of training materials, and \$2,000 for the Business Retention and Expansion Campaign.
- Communications, office expenditures, and conferences, training and dues comprise the remaining \$10,000 or approximately 2.6 percent of the total operating expenditures.

# Arts & Humanities

## Division Purpose:

Development and coordination of cultural programming, including arts exhibits, public art installations, and the Arts and Humanities Commission.

## Management Objectives

- Initiate implementation of the Takoma Park Cultural Plan.
- Facilitate the on-going cultural arts programming.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Cultural Programs Offered	46	46	42	50
Boards and Commissions Staffed	0	0	0	1

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.50	0.50	0.63
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>0.50</b>	<b>0.50</b>	<b>0.63</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Art Coordinator</i>	0.50	0.63
<b><i>Division Total FTEs</i></b>	<b>0.50</b>	<b>0.63</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Arts and Humanities</i>	-	-	-	74,010
<b><i>Division Total</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,010</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	-	-	-	46,780
<i>Fringe Benefits</i>	-	-	-	13,700
<i>Overtime</i>	-	-	-	1,000
<i>Employee Recognition</i>	-	-	-	60
<b><i>Personnel Subtotal</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>61,540</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	-	-	7,820
<i>Office Expenditures</i>	-	-	-	1,800
<i>Conferences, Training, &amp; Dues</i>	-	-	-	2,850
<b><i>Operating Expenditures Subtotal</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,470</b>
<b><i>Division Total</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,010</b>



# Arts & Humanities

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## Adopted to Estimated Actual FY19:

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- This is a new division in FY20. Previously, the budgeted funds were located in various places: the HCD Administration division, General Government, and Non-departmental.

## FY20 Budget Highlights:

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- Approximately 83.2 percent of division expenditures are personnel related.
- Services and charges represent 10.6 percent of division expenditures. Honoraria for performers represent 71.6 percent of services and charges expenditures. This category includes the Film Screening Series, the Lecture Series, the Poet Laureate, and We are Takoma performances.
- Office expenditures and conferences, training, and dues comprise the remaining \$4,650 or 37.3 percent of the total operating expenditures.

## Planning & Development Services

### Division Purpose:

Administration of planning programs; coordination of the development review process; monitoring and review of significant redevelopment projects and cross-jurisdictional planning initiatives; development and coordination of neighborhood revitalization projects; development and coordination of transportation and pedestrian programs and improvements; and monitoring of development projects.

### Management Objectives:

- Complete Public Land and Open Space Management Plan and present for Council consideration and adoption.
- Facilitate completion of Ethan Allen bike improvements; Coordinate development of the New Hampshire Avenue Bikeway Plan.
- Facilitate implementation of the recommendations of the FY19 Parking Study.
- Monitor and assist in the planning and promotion of the 2020 U.S. Census.
- Monitor development projects such as Takoma Junction, Washington Adventist Hospital, Takoma Recreation Center and private properties.
- Provide technical support for the implementation of the Housing and Economic Development Strategic Plan.

### Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Development and Zoning Reviews	6	6	5	5
Public Realm Projects	4	4	4	4
Economic Development Projects	4	4	5	0
Capital Projects	6	6	5	6
Safe Routes to School - Events	31	31	29	30
Safe Routes to School - Participants	2,910	2,910	3,105	2,735
TKPK5K Challenge - Participants	1,500	1,500	1,534	1,750
Vendor Permits Issued	5	5	3	5

## Planning & Development Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	2.38	2.50	2.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.38</b>	<b>2.50</b>	<b>2.50</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Community Development Manager - Planning Planner</i>	1.00	1.00
<i>Special Projects Coordinator</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>2.50</b>	<b>2.50</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Planning and Development Services</i>	411,243	398,920	400,220	394,250
<b><i>Division Total</i></b>	<b>411,243</b>	<b>398,920</b>	<b>400,220</b>	<b>394,250</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	179,698	225,000	236,000	252,500
<i>Fringe Benefits</i>	55,220	57,000	60,000	53,500
<i>Overtime</i>	1,741	5,000	5,000	5,000
<i>Employee Recognition</i>	90	120	120	150
<b><i>Personnel Subtotal</i></b>	<b>236,749</b>	<b>287,120</b>	<b>301,120</b>	<b>311,150</b>
<i>Supplies</i>	8,935	20,000	20,000	20,000
<i>Services and Charges</i>	148,447	27,700	27,200	24,150
<i>Office Expenditures</i>	273	1,000	500	1,000
<i>Conferences, Training, &amp; Dues</i>	4,163	20,900	15,400	14,750
<i>Special Events &amp; Programs</i>	12,676	42,200	36,000	23,200
<b><i>Operating Expenditures Subtotal</i></b>	<b>174,494</b>	<b>111,800</b>	<b>99,100</b>	<b>83,100</b>
<b><i>Division Total</i></b>	<b>411,243</b>	<b>398,920</b>	<b>400,220</b>	<b>394,250</b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$1,300 more than budgeted for FY19 due to wages and fringe benefits.
- Operating expenditures decrease \$12,700 primarily attributable to the underspending in categories of conferences and training, and special events and programming.

### FY20 Budget Highlights:

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- Division expenditures for FY20 are \$4,670 lower — a decrease of 1.2 percent — compared to budgeted expenditures for FY19.
- The variance is primarily attributable to decreases in personnel costs.
- Division FTEs do not change.
- Approximately 78.9 percent of division expenditures are personnel related.
- Supplies represent five percent of the budget.
- Services and charges comprise 6.1 percent of division expenditures. Included in this category are costs associated with contracts for technical services (\$13,500), regional transportation (\$150), publicity (\$4,000), and printing (\$6,500).
- Special Events and Programming account for 5.9 percent of the budget, which includes Transit-Pedestrian projects such as bike route improvements and Safe Routes to School program incentives (\$20,000) and the iCan Shine Camp (\$3,200).

# Planning & Development Services

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## Division Purpose:

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Administration of homeownership and rental housing programs; provision of technical and organizational assistance to tenant associations; coordination of rental housing licensing and property registration programs; management of grants and activities, coordination and administration of Community Partnership Program contracts; administration of community assistance programs; and monitoring of development projects.

## Mangement Objectives:

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- Implement the Housing and Economic Development Strategic Plan.
- Encourage the preservation and development of a diverse range of quality housing that is affordable across all income levels and in all neighborhoods.
- Facilitate public and private investment in the development of neighborhoods.
- Provide housing that appeals to a broader demographic including young adults, first-time homeowners, families with children, seniors seeking to age in the community, and individuals with disabilities.
- Increase individual and organizational capacity by:
  - Maintaining the long-term affordability and physical condition of the existing housing stock
  - Providing additional support for tenant and condominium housing associations
  - Supporting additional housing opportunities available through accessory apartments
  - Revisiting rent stabilization amendments that support outside investments
  - Revising tenant opportunity to purchase law
  - Revising criteria for existing first-time homebuyer program
  - Incorporating financial literacy into existing homebuyer efforts

## Housing & Community Services

### Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Projected FY19	Estimated FY20
Tenant Capacity Building Initiative Projects	6	6	8	8
Tenant Opportunity to Purchase Proposals	15	15	15	20
Rental Licenses – Issued	460	460	425	475
Rental Licenses – Discontinued	49	49	50	55
Illegal Rental Facilities Identified	45	45	45	30
Rental Units Inspected by Montgomery County	2,900	2,900	2,800	3,000
Rent Stabilized Rental Facilities	310	310	310	310
Exempted Rental Facilities	21	21	21	25
Rent Stabilization Exemptions Processed	18	18	16	18
Owner Occupied Group Houses Registered	7	7	7	10
Vacant Properties Monitored	85	85	85	85
Fair Return Petitions Filed	0	0	3	6
Illegal Rent Payments Reimbursed	\$1,500	\$1,500	\$1,000	\$1,500
COLTA – Cases Filed	3	3	5	8
COLTA – Hearings Conducted	1	1	1	4
Seminars and Workshops Conducted	9	9	10	10
Landlord Certificates Issued	220	220	220	225
Credit Checks Conducted	20	20	21	25
CDBG / Community Grants Administered	18	18	18	18
Emergency Assistance Grants Awarded	115	115	120	125
Home Stretch Downpayment Assistance Grants	0	0	3	5

## Housing & Community Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	4.00	4.00	4.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>4.00</b>	<b>4.00</b>	<b>4.50</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Community Development Manager - Housing Services</i>	1.00	1.00
<i>Grants Coordinator</i>	0.50	0.50
<i>Landlord Tenant Mediation Specialist</i>	0.50	1.00
<i>Housing Specialist</i>	1.00	1.00
<i>Rental Licensing Specialist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>4.00</b>	<b>4.50</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Housing and Community Services</i>	610,809	763,574	717,914	834,683
<b><i>Division Total</i></b>	<b>610,809</b>	<b>763,574</b>	<b>717,914</b>	<b>834,683</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	233,457	311,800	286,000	332,800
<i>Fringe Benefits</i>	81,515	123,500	105,000	138,000
<i>Overtime</i>	2,675	3,500	10,300	5,000
<i>Employee Recognition</i>	1,220	1,210	1,210	3,180
<b><i>Personnel Subtotal</i></b>	<b>318,867</b>	<b>440,010</b>	<b>402,510</b>	<b>479,480</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	288,738	303,904	301,904	338,003
<i>Office Expenditures</i>	238	2,460	1,500	1,900
<i>Conferences, Training, &amp; Dues</i>	2,152	15,200	10,000	12,600
<i>Special Events &amp; Programs</i>	814	2,000	2,000	2,700
<b><i>Operating Expenditures Subtotal</i></b>	<b>291,942</b>	<b>323,564</b>	<b>315,404</b>	<b>355,203</b>
<b><i>Division Total</i></b>	<b>610,809</b>	<b>763,574</b>	<b>717,914</b>	<b>834,683</b>

### Adopted to Estimated Actual FY19:

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- Division expenditures are expected to decrease by 5.9 percent from budget. This decrease represents a reduction in the projected fringe benefits and the pro-rata salary for the Community Development Manager for Housing and Community Services position, which was filled in September 2018.

### FY20 Budget Highlights:

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- Division expenditures are 16.7 percent higher compared to the budgeted expenditures for FY19. This represents an increase of \$74,559.
- Personnel costs comprise 57.4 percent of the FY20 budget. The projected increase includes expansion of the Landlord and Tenant Mediator position to fulltime from part-time and the costs associated with an increase in staff salaries and benefits.
- By increasing the Landlord and Tenant Mediator position to fulltime, the division will increase its FTEs from 4.0 to 4.5. This added capacity will allow staff to more comprehensively address the housing needs of residents and assist in the implementation of the draft Housing and Economic Development Strategic Plan.
- Operating expenditures represent 42.6 percent or \$355,203 of division expenditures. Services and charges comprise \$338,003 of the operating budget, and include costs that further the division's efforts to improve the efficiency and effectiveness of services to property owners, tenants, and landlords: incorporation of online portals that process annual rent reports (\$12,000), a learning management software that supports the landlord certification examination (\$2,500), and a grant management system (\$4,500).
- The services and charges category also supports rental housing inspection and enforcement performed by the Housing Code Enforcement Section of the Department of Housing and Community Affairs (\$257,078); rent reporting services (\$33,000); capacity building support for tenant associations (\$5,225); and continued support to first-time homebuyers (\$6,000) with additional assistance in the area of financial literacy workshops (\$2,000).



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CityTV Staff

## IN THIS SECTION:

- Department Summary

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# Department Summary

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## Department Overview:

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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 Community Center's Auditorium. Video from these 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 produce original magazine and talk shows that highlight community activities, issues and organizations. The Communications 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:

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- Continue improvements to content and usability of the City's website.
- Collaborate with City departments and local organizations to inform TV and social media viewers of the services, local issues, and events provided by the City.
- 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 to inform residents of City services.

## Department Summary

### Performance/Workload Measures:

Measurement	Actual FY18	Estimated FY19	Projected FY20
City TV Hours:	294 hrs	250 hrs.	225 hrs
Original programming	124 hrs	79 hrs	54 hrs
Council meetings	126 hrs	126 hrs	126 hrs
Radio programming	44hrs	45hrs	45hrs
Auditorium events (not broadcast on TV)	83	33	33
Average number of website pages viewed per month (approx.)	43,000	43,000	43,000
Average number of website pages viewed per visit	2.47	2.47	2.75
Social media account followers (FB, Twitter)	6,100	6,100	8,000
Mobile users of website	37%	37%	40%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>
<i>FTEs without benefits</i>	<i>1.75</i>	<i>1.75</i>	<i>1.50</i>
<b><i>Division Total</i></b>	<b><i>5.75</i></b>	<b><i>5.75</i></b>	<b><i>5.50</i></b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</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>AV Specialist</i>	<i>2.00</i>	<i>2.00</i>
<i>Part-time Communications Support</i>	<i>1.75</i>	<i>1.50</i>
<b><i>Division Total FTEs</i></b>	<b><i>5.75</i></b>	<b><i>5.50</i></b>

## Department Summary

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Cable Franchise Fees</i>	244,920	228,000	228,000	221,000
<i>Cable Operating Grant</i>	450,138	429,000	429,000	417,000
<b><i>Subtotal</i></b>	<b>695,058</b>	<b>657,000</b>	<b>657,000</b>	<b>638,000</b>
<i>General Fund</i>	-182,540	-91,200	-149,559	-98,388
<b><i>Department Total</i></b>	<b>512,517</b>	<b>565,800</b>	<b>507,441</b>	<b>539,612</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Communications</i>	512,517	565,800	507,441	539,612
<b><i>Division Total</i></b>	<b>512,517</b>	<b>565,800</b>	<b>507,441</b>	<b>539,612</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	291,214	316,500	277,000	303,500
<i>Fringe Benefits</i>	86,900	93,500	93,500	93,500
<i>Overtime</i>	5,795	12,000	7,000	7,000
<i>Employee Recognition</i>	1,420	980	860	420
<b><i>Personnel Subtotal</i></b>	<b>385,329</b>	<b>422,980</b>	<b>378,360</b>	<b>404,420</b>
<i>Supplies</i>	1,955	10,000	761	1,000
<i>Services and Charges</i>	91,331	102,550	103,550	105,500
<i>Communications</i>	11,934	14,100	10,600	13,522
<i>Office Expenditures</i>	1,224	750	750	750
<i>Conferences, Training, &amp; Dues</i>	20,744	15,420	13,420	14,420
<b><i>Operating Expenditures Subtotal</i></b>	<b>127,188</b>	<b>142,820</b>	<b>129,081</b>	<b>135,192</b>
<b><i>Division Total</i></b>	<b>512,517</b>	<b>565,800</b>	<b>507,441</b>	<b>539,612</b>

## Department Summary

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### Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$58,359 less than budget.
- The variance is attributable to lower than anticipated costs for personnel and communications related supplies.

### FY20 Budget Highlights:

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- Cable related operating revenues are anticipated to decrease by 2.9 percent or \$19,000 in FY20 compared to FY19 based on the Memorandum of Understanding (MOU) with Montgomery County.
- Departmental expenditures are proposed to be \$26,188 lower – a decrease of 4.6 percent – compared to budgeted expenditures for FY19.
- Approximately 74.9 percent of departmental expenditures are personnel related.
- Personnel costs are \$18,560 lower compared to budgeted expenditures for FY19.
- Services and charges account for about 19.6 percent or \$105,500 of departmental expenditures, including \$98,000 for the Takoma Park Newsletter and City Guides.
- Communications account for 2.5 percent of the departmental expenditures. This category includes charges for telephone (\$2,700), cell phones (\$5,822) and web site (\$5,000).
- Approximately 2.7 percent of departmental expenditures are conferences, training, and dues. The main cost is the conferences and conventions that staffs attend throughout the year (\$8,000). The remaining budget amount under this category is for association dues (\$2,520) and other training (\$3,900).

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. The operating grant covers a portion of the personnel related costs in the Communications and Information Systems divisions.

### FY19 Accomplishments:

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- Began productions of programming focusing on African and Caribbean culture.
- Produced shows in Amharic, French, and Haitian Creole, and also collaborated in two series targeting the African diaspora.
- Coproduced, along with the Arts & Humanities Commission and the Poet Laureate, the first “Encuentro Poético.”
- Went live for the first time with a sport event (Thunderbolt’s preseason game) and a talk show (African Community Forum).
- On-boarded new Communications Specialist.
- Continued to produce monthly Newsletters and seasonal City Guides.

### FY20 Goals:

---

- City TV will keep on working on production of foreign language programs with the goal of creating a more regular schedule for broadcasting.
- Increase coverage of some sports productions, such as the YES League and the Thunderbolts.
- Collaborate closely with council to produce shows dealing with specific wards.
- Investigate and implement possible improvements to the My TkPk platform to make it more user-friendly.

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Fabien Cousteau (Jacques Cousteau's grandson)  
Photographer: Maurice Belanger

## Library

### IN THIS SECTION:

- Department Summary 218
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- Computer Learning Center 225

# 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 FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Library</i>	<i>9.75</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>
<b><i>Department Total FTEs</i></b>	<b><i>11.13</i></b>	<b><i>11.13</i></b>	<b><i>11.13</i></b>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Library Aid from County</i>	<i>168,704</i>	<i>164,000</i>	<i>164,000</i>	<i>188,329</i>
<i>Library Fines and Fees</i>	<i>16,457</i>	<i>17,000</i>	<i>20,000</i>	<i>20,000</i>
<b><i>Subtotal</i></b>	<b><i>185,161</i></b>	<b><i>181,000</i></b>	<b><i>184,000</i></b>	<b><i>208,329</i></b>
<i>General Fund</i>	<i>1,085,577</i>	<i>1,191,720</i>	<i>1,226,730</i>	<i>1,124,741</i>
<b><i>Department Total</i></b>	<b><i>1,270,738</i></b>	<b><i>1,372,720</i></b>	<b><i>1,410,730</i></b>	<b><i>1,333,070</i></b>

## Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	794,649	847,500	868,000	838,500
<i>Fringe Benefits</i>	286,558	310,300	333,000	311,500
<i>Overtime</i>	8,019	7,200	8,200	8,200
<i>Employee Recognition</i>	9,070	3,070	3,070	6,570
<b><i>Personnel Subtotal</i></b>	<b>1,098,296</b>	<b>1,168,070</b>	<b>1,212,270</b>	<b>1,164,770</b>
<i>Supplies</i>	118,878	131,950	130,100	106,200
<i>Computer Expenditures</i>	6,726	13,000	14,760	14,400
<i>Services and Charges</i>	28,212	37,600	31,500	30,200
<i>Communications</i>	6,257	7,100	7,100	7,000
<i>Office Expenditures</i>	2,334	3,500	3,500	4,000
<i>Conferences, Training, &amp; Dues</i>	10,034	11,500	11,500	6,500
<b><i>Operating Expenditures Subtotal</i></b>	<b>172,442</b>	<b>204,650</b>	<b>198,460</b>	<b>168,300</b>
<b><i>Department Total</i></b>	<b>1,270,738</b>	<b>1,372,720</b>	<b>1,410,730</b>	<b>1,333,070</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Library</i>	1,173,612	1,271,030	1,304,880	1,229,320
<i>Computer Learning Center</i>	97,126	101,690	105,850	103,750
<b><i>Department Total</i></b>	<b>1,270,738</b>	<b>1,372,720</b>	<b>1,410,730</b>	<b>1,333,070</b>

# Department Summary

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## Adopted to Estimated Actual FY19:

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- Departmental expenditures are expected to be \$38,010 higher than budget.
- The variance is attributable to higher than anticipated personnel costs.

## FY20 Budget Highlights:

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- Departmental expenditures are \$39,650 lower – a decrease of 2.9 percent – compared to budgeted expenditures for FY19.
- Departmental FTEs do not increase.
- Approximately 87.4 percent of departmental expenditures are personnel related.
- Personnel costs decrease by \$3,300 compared to budgeted expenditures for FY19.
- Approximately eight 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 (see divisions).
- Supplies for the Library account for eight percent of the total Library department budget. This category includes print and digital books for adults and children (\$58,000 or 34 percent less than FY 19) digital reference materials (\$15,590 or 19.3 percent less than FY19). It formerly included media, which is not being purchased next year. It also includes print and digital periodical subscriptions (\$17,600) which increases by 4 percent, and office and computer supplies (\$11,000) which decrease 45 percent from FY 19. In the Computer Center, supplies account for 0.3 percent of the total budget (\$ 3,460), and consist of office and computer supplies (now combined) which increases by \$460 from FY19.
- Computer inventory expenditures are \$14,400 – an increase of 10.7 percent – compared to FY19. These expenditures are not budgeted separately in the Computer Center, as Computer Center computers are mainly provided through our 3-year contract with Useful Corp.
- Services and charges account for 2.3 percent of the department budget. They include contracts for our Integrated Library System (\$7,800) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreased by 6.6 percent. Also included are expenses for programing and outreach (\$6,200), which decreased by 61 percent from FY19. A small amount for rebinding (\$2,000) is eliminated in FY20. At \$1,500, postage is unchanged from FY19. In the Computer Center, services and charges are budgeted at \$1,000 – representing 0.08 percent of the total budget. Expenditures include a \$200 contract for the print station in the Computer Center.

- Communications includes charges for telephones (\$3,500) and cell phones (\$3,500). The communication account is deleted for the Computer Center, as expenditures are included with the Library division, thus eliminating \$600 that was budgeted in FY19.
- Office expenditures account for 0.3 percent, or \$4,000 of the total, \$500 more than in FY19. In the Library and Computer Center, these are categorized as miscellaneous expenses. They include minor furnishings and décor, as well as water cooler, coffee and first aid supplies.
- Conferences, training, and dues include professional memberships (\$2,000), and conference attendance (\$4,500) which decreases by 43.5 percent from FY19. Expenditures are deleted from the Computer Center division as a separate account, eliminating a \$500 budgeted amount in FY19.

### FY19 Accomplishments:

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- We discarded 3,612 adult and children's books from the collection, in preparation for the Library renovation. Collections are reviewed throughout the year and evaluated on the basis of currency, relevance, condition and circulation – in order to refine collection contents in terms of what is most relevant in a 20<sup>th</sup> Century Public Library serving Takoma Park. (Discards go to Better World Books and other sources.)
- Borrowing of digital resources through 'Hoopla' has steadily increased throughout the year. Greatest use is of audiobooks. E-Books are the least borrowed genre. Digital resources are an efficient and cost-effective way of saving Library space for the most in-demand print materials.
- We submitted formal applications for two Capital Grants, awarded in 2017. A second grant for \$150,000 was awarded this year. The grant funds will go toward Library renovation.
- Friends of the Library book sales increased their net profits by 50% since last October. The May 2019 book sale netted \$3,300. The sales raise more than \$7,000/year and proceeds go back to the Library to support programs and other services.
- We began the Immigrant Family Book Club for kids and their parents – in conjunction with PBES ESL teacher, Friends Board, and teacher Tina Hudak. This year the Friends received a Takoma Foundation grant to continue the program.
- Partnering with Politics & Prose Bookstore, we had a year of notable author programs. Our diverse line-up included Caldecott Medalist Sophie Blackall, Newbery Medalist Linda Sue Park, explorer-author Fabien Cousteau, Cherokee author Traci Sorell, Muslim author Hena Khan, French graphic novelist Jeremie Royer and many more. A special highlight was several author-driven panel discussions, one on the 50th anniversary of the Coretta Scott King Book Awards featuring best-selling author Jason Reynolds, and three on immigration in which we partnered with local immigration groups CASA and Ayuda.

- The Friends Annual meeting included a talk by noted journalist and NPR reviewer Bob Mondello.
- The Library has continued Books-to-Action: A Social Justice Book Club for Kids & Their Grown-ups. Three of these were presented during the year.
- The Library introduced City staff to ‘Travis Touch’ language translators, which allow staff to communicate with patrons in more than 100 languages through voice-enabled digital translation.
- We introduced automatic book renewal to Library patrons. Borrowers are pleased to have a 6-week borrowing period for all items not on reserve.

## FY20 Goals:

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- Continue to develop, refine, and support plans and preparations for a new Library, to include recommendations for interior design, updates for the community, and temporary relocation of Library programs, services and collections.
- We will undertake outreach measures in wards more distant from the Library – including issuing Library cards, checking out materials, conducting children’s programs, demonstrating new digital resources, and providing personal assistance with computer updates.
- We will also provide one-on-one assistance in updating older windows laptops, or setting up apps on phones or iPads.
- We hope to introduce “drag queen story-time” to our roster of Library programs – borrowing from other public libraries.

## Division Purposes:

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.

## Performance/Workload Measures:

- Undertake outreach measures in underserved parts of the City – to include issuing Library cards, checking out materials, conducting children's programs, demonstrating new digital resources, and providing personal assistance with computer updates.
- Educate staff regarding race equity issues as they might apply to the public library, and further advance race equity in Library policy and practice.
- Continue to develop, refine and support plans and preparations for new Library space, to include temporary relocation of Library programs, services and collections.
- Conserve library space for the most in-demand print materials by increasing patron access to streaming books and downloadable books, magazines and music for all ages, magazines and music for all ages. Introduce community members to Hoopla, RB Digital, Freeding, Pronunciator – and other on-line resources through demonstrations in and outside the Library.
- Continue reviewing and evaluating Library collections, and refining their contents in terms of what is most relevant in a 21<sup>st</sup> Century public library serving the Takoma Park community. Indicators include age, condition, currency, community relevance, circulation and in-library use.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Circulation of materials	94,425	108,899	115,562	115,500
Circulation per capita	5.55	6.40	6.08	6.79
In-library use of materials	29,724	32,985	34,436	34,500
Use per capita	1.75	1.94	2.03	2.03
Program attendance	16,678	18,178	16,050	16,500
Programs	356	347	330	350



# Library

<b>Staffing Summary by Position Type (FTEs)</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Adopted FY20</b>
<i>FTEs with benefits</i>	8.50	8.50	8.50
<i>FTEs without benefits</i>	1.25	1.25	1.25
<b>Division Total</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>

<b>Position Title</b>	<b>Adopted FY19</b>	<b>Adopted FY20</b>
<i>Library Director</i>	1.00	1.00
<i>Library Manager</i>	3.00	3.00
<i>Library Associate</i>	4.00	4.00
<i>Librarian</i>	0.50	0.50
<i>Library Shelver</i>	0.38	0.38
<i>Part-time Assistant</i>	0.87	0.87
<b>Division Total FTEs</b>	<b>9.75</b>	<b>9.75</b>

<b>Division Expenditures</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Library</i>	1,173,612	1,271,030	1,304,880	1,229,320
<b>Division Total</b>	<b>1,173,612</b>	<b>1,271,030</b>	<b>1,304,880</b>	<b>1,229,320</b>

<b>Division Expenditures by TYPE</b>	<b>Actual FY18</b>	<b>Adopted FY19</b>	<b>Estimated FY19</b>	<b>Adopted FY20</b>
<i>Wages</i>	726,574	773,500	795,000	763,000
<i>Fringe Benefits</i>	260,908	288,500	307,000	289,000
<i>Overtime</i>	6,760	7,000	8,000	8,000
<i>Employee Recognition</i>	8,730	2,980	2,980	6,480
<b>Personnel Subtotal</b>	<b>1,002,972</b>	<b>1,071,980</b>	<b>1,112,980</b>	<b>1,066,480</b>
<i>Supplies</i>	118,221	130,950	129,100	102,740
<i>Computer Expenditures</i>	6,212	11,000	11,800	14,400
<i>Services and Charges</i>	27,582	36,600	30,500	29,200
<i>Communications</i>	6,257	6,500	6,500	7,000
<i>Office Expenditures</i>	2,334	3,000	3,000	3,000
<i>Conferences, Training, &amp; Dues</i>	10,034	11,000	11,000	6,500
<b>Operating Expenditures Subtotal</b>	<b>170,640</b>	<b>199,050</b>	<b>191,900</b>	<b>162,840</b>
<b>Division Total</b>	<b>1,173,612</b>	<b>1,271,030</b>	<b>1,304,880</b>	<b>1,229,320</b>



## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$33,850 more than budget.
- The variance is attributable primarily to increased expenditures for personnel.

## FY20 Budget Highlights:

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- Division expenditures are \$41,710 lower — a decrease of 3.3 percent — compared to budgeted expenditures for FY19.
- The variance is primarily attributable to decreases in personnel and operating costs.
- Division FTEs do not change.
- Approximately 87 percent of division expenditures are personnel related.
- Operating expenditures consist of digital print, purchased books, periodicals, reference materials, 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 \$162,840 or about 13.2 percent of division expenditures.
- Supplies account for 8.4 percent of the division budget. This category includes print and digital books for adults and children (\$58,000 or 34 percent less than FY19) digital reference materials (\$15,590 or 19.3% less than FY19). It formerly included media, which is not being purchased next year. It also includes print and digital periodical subscriptions (\$17,600) which increases by 4 percent, and office and computer supplies (\$11,000) which decrease 45 percent from FY19.
- Computer inventory expenditures are \$14,400 – an increase of 30.9 percent over FY19.
- Services and charges account for 2.4 percent of the division budget. They include contracts (\$15,000) for our ILS (\$7,800) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreases by 6.6 percent. Also included are expenses for programing and outreach (\$6,200), which decrease by 61 percent from FY19. A small amount for rebinding (\$2,000) is eliminated in FY20. At \$1,500, postage is unchanged from FY19.
- Communications includes charges for telephone (\$3,500), and cell phone (\$3,500), which increased by 7.7 percent from FY19.
- Conferences, training, and dues include professional memberships (\$2,000), and conference attendance (\$4,500) which decreased by 40.9 percent from FY19.

# 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 in 37 languages 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:

- Conduct workshops in underserved parts of the City on digital resources. Provide one-on-one assistance in updating older windows laptops, or setting up apps on phones or iPads.

## Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of Internet sessions (log-ons)	13,653	13,131	8,522	5,531
Hours Used	9,422	8,456	5,664	3,794

## Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	0.75	1.13	1.00
<i>FTEs without benefits</i>	0.63	0.25	0.38
<b><i>Division Total</i></b>	<b>1.38</b>	<b>1.38</b>	<b>1.38</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Library Instructor Associate</i>	1.38	1.38
<b><i>Division Total FTEs</i></b>	<b>1.38</b>	<b>1.38</b>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY118</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Computer Learning Center</i>	97,126	101,690	105,850	103,750
<b><i>Division Total</i></b>	<b>97,126</b>	<b>101,690</b>	<b>105,850</b>	<b>103,750</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	68,076	74,000	73,000	75,500
<i>Fringe Benefits</i>	25,650	21,800	26,000	22,500
<i>Overtime</i>	1,259	200	200	200
<i>Employee Recognition</i>	340	90	90	90
<b><i>Personnel Subtotal</i></b>	<b>95,325</b>	<b>96,090</b>	<b>99,290</b>	<b>98,290</b>
<i>Supplies</i>	657	1,000	1,000	3,460
<i>Computer Expenditures</i>	514	2,000	2,960	-
<i>Services and Charges</i>	630	1,000	1,000	1,000
<i>Communications</i>	-	600	600	-
<i>Office Expenditures</i>	-	500	500	1,000
<i>Conferences, Training, &amp; Dues</i>	-	500	500	-
<b><i>Operating Exp Subtotal</i></b>	<b>1,801</b>	<b>5,600</b>	<b>6,560</b>	<b>5,460</b>
<b><i>Division Total</i></b>	<b>97,126</b>	<b>101,690</b>	<b>105,850</b>	<b>103,750</b>

# Computer Learning Center

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## Adopted to Estimated Actual FY19:

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- Division expenditures are expected to be \$4,160 more than budget.

## FY20 Budget Highlights:

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- Division expenditures are \$2,060 higher — an increase of two percent — compared to budgeted expenditures for FY19.
- The variance is mainly attributable to increases in personnel costs.
- Division FTEs remain the same.
- Approximately 94.7 percent of division expenditures are personnel related.
- Supplies account for \$3,460 – or 3.3 percent of the division budget. Expenditures consist mainly of office and computer supplies.
- Services and charges and office expenditures are each budgeted at \$1,000. Services and charges include a \$200 contract for the print station in the Computer Center.



## City of Takoma Park

### Non-Departmental



Walk to School Day

### IN THIS SECTION:

- Non-Departmental Summary

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# Non-Department Summary

## Department Overview:

This budgetary unit provides for the cost of government services that are not directly attributable to a specific City department. These items include liability and property insurance coverage, City-wide 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.

## FY20 Budget Highlights:

Measurement	Actual FY18	Estimated FY19	Proposed FY20
Number of auto liability insurance claims	20	15	15
Number of general liability insurance claims	4	5	5
Number of police liability insurance claims	5	3	3
Number of public official insurance claims	0	0	0
Number of property insurance claims	0	0	0
Number of worker's compensation insurance claims	25	23	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	118	120	140

## Non-Department Summary

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>General Fund</i>	1,220,628	1,874,105	1,527,084	1,677,443
<b><i>Division Total</i></b>	<b>1,220,628</b>	<b>1,874,105</b>	<b>1,527,084</b>	<b>1,677,443</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Other Fringe Benefits</i>	57,021	55,000	56,000	75,875
<i>Workers' Compensation Insurance</i>	544,350	595,000	595,000	595,000
<b><i>Personnel Subtotal</i></b>	<b>601,371</b>	<b>650,000</b>	<b>651,000</b>	<b>670,875</b>
<i>Supplies</i>	-	-	-	20,000
<i>Services and Charges</i>	121,614	151,700	131,061	149,700
<i>Office Expenditures</i>	15,413	372,205	264,823	142,868
<i>Conferences, Training, &amp; Dues</i>	34,136	51,000	26,000	21,000
<i>Special Events &amp; Programs</i>	448,094	649,200	454,200	673,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>619,257</b>	<b>1,224,105</b>	<b>876,084</b>	<b>1,006,568</b>
<b><i>Division Total</i></b>	<b>1,220,628</b>	<b>1,874,105</b>	<b>1,527,084</b>	<b>1,677,443</b>

# Non-Department Summary

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## Adopted to Estimated Actual FY19:

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- Expenditures are expected to be \$347,021 less than budget.
- The variance is attributable to the decrease in general motor vehicle insurance premiums (\$20,939), general contingency provision (\$124,682), and Housing Fund expenditures (\$180,000).

## FY20 Budget Highlights:

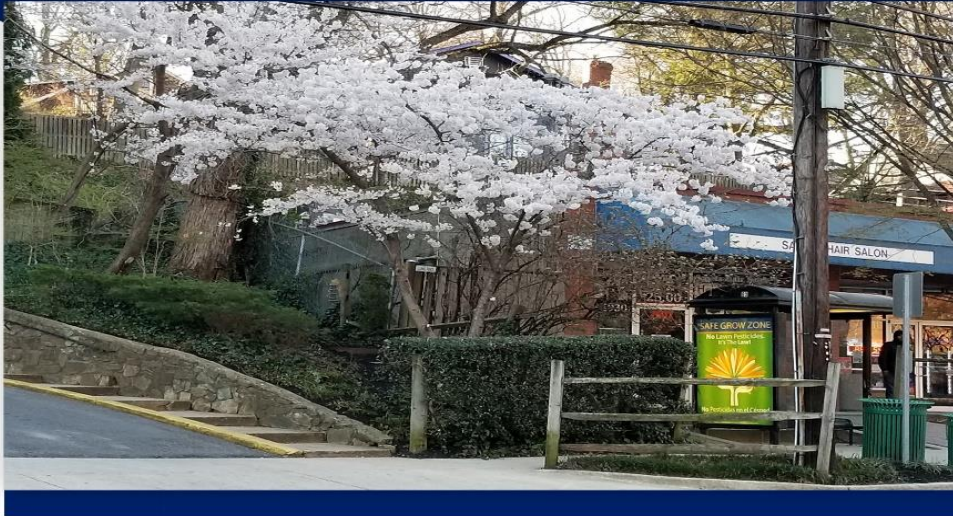
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- Expenditures are \$196,662 lower — a decrease of 10.5 percent — compared to budgeted expenditures for FY19.
- Approximately 40 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$595,000). None of these costs are directly related to FTEs.
- Supplies account for 1.2 percent of the total expenditure. The category includes defibrillator replacement (\$10,000) and other emergency supplies (\$10,000).
- Services and charges account for about 8.9 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 (\$148,500).
- The conferences, training, and dues category includes employee training (\$6,000) and the City's tuition reimbursement program (\$15,000).
- Approximately 40.1 percent of expenditures are categorized as special events and programs. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$152,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$127,868) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.
- Financial support to external organizations is also included in the special events and programs category. Organizations/activities that will benefit from funding in FY20 include the Takoma Park Independence Day Committee (\$13,000) and the Takoma Folk Festival (\$20,000). External entities will also benefit from the Community Grant Program (\$135,000) and Community Partnership Program (\$110,000). Contribution to the Housing Fund Reserve is expected to increase to \$210,000.





## City of Takoma Park



A Beautiful Spring Day in Takoma Park

### Capital Outlay

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• Facilities	245
• Stormwater Management	247

# Capital Improvement Program

Fiscal Years - 2020 - 2024

## Capital Improvement Budget

Our Capital Improvement Budget covers the following six categories: Equipment Replacement, Information and Communication Technology Improvements, Park Development, Infrastructure Improvements, Facility Improvements, and Stormwater Management. Below is a summary of how these funds will be used in FY20. 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 assets with life spans of 3 to 30 years, often large machinery and vehicles. For FY20 vehicle replacements include four police cars, a dump truck, two pickup trucks, an Administrative pool car, and the large Recreation bus. Scheduled equipment replacements include a leaf box and leaf collection machine, a crackfilling machine, a riding mower, Mig welder and skid steer.

## Information & Communication Technology

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 FY20 include phone system replacement, auditorium lighting, control room switcher, and council dais. The current phone system puts the City at risk for an extended outage and it does not provide staff with advanced calling capabilities. The auditorium stage lighting is due to be upgraded; lighting must also be refocused, replaced, and maintained regularly. The switch is a computer based system and needs to be upgraded and replaced regularly. The existing dais is approaching the end of its useful life. The proposed cost will cover design, construction, and assemblage of a new dais that will address safety issues for the Council.

## Infrastructure improvements

Ongoing infrastructure improvements include funding for new sidewalk construction, sidewalk repairs for compliance with the Americans with Disabilities Act (half for city sidewalks and half along State highways) and street restoration totaling \$1.25 million. Additionally, the Flower Avenue Green Street project, which began in late FY19 will be completed with an anticipated expenditure in FY20 just under \$4,150,000. Funding is also included for bike improvements and bus shelter improvements. The General Fund expenditures include partial funding for the ongoing development of the New Hampshire Avenue Bikeway Design, with the majority of funding coming from the Special Revenue Fund.

## Park Development

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There is no budget proposed for park development in FY20.

## Facilities

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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 FY20, with construction anticipated to begin in FY21. Concept designs for a renovation of the Dispatch and Administrative area of the Police Department on the bottom floor of the Community Center were completed in FY19. The project includes expanding the workable office space by filling in the atrium between the first and second floors of the Community Center.

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller scale facility improvements. In FY20, the projects include replacement of three Air Handler Units on the second floor of the Community Center, creation of a storage space for the Housing and Community Development office, and refurbishment of the epoxy coat on the lower level parking area. Additionally, a reconfiguration of the IT and Cable space is planned to provide improvements in work space. The funding for that project will be split between the Facility Maintenance Reserve and the Cable Grant.

In FY20 funds in the Equipment Replacement Reserve are also intended to replace the overhead doors of the Mechanic Shop and Right of Way offices at Public Works.

## Stormwater Management

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In FY20, there will be several projects included in the Capital Budget pertaining to design and construction of treatment facilities to capture street run-off and filter it prior to entering the stormwater system. The largest of those projects is the first phase of the Takoma Branch Stream Restoration project which, when completed, will provide a significant pollution reduction for the City. The project design phase is expected to be completed in FY20 with construction scheduled for FY20 and FY21. Other projects include construction of bioretention facilities at Grant and Holly Avenue, and at the rear of the Parkview Apartments in the City right of way behind Sheridan Avenue. A project to address ongoing water drainage at Manor Circle and Carroll Avenue will also be completed.

Additional information about the Stormwater Management budget can be found on page 182.

# Capital Improvement

A Look Back - FY 2018 through

EQUIPMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Police - Vehicles</b>							
Police Cars	ERR	II	\$ 210,400	\$ 182,346	\$ 190,347	\$ 215,892	
Police Patrol Cars - (#278, 281, 282, 289) (\$44,848/car)	ERR	II					\$ 179,392
Police Patrol Cars - (#291, 287, 288) (\$51,734/car)	ERR	II					
Police Patrol Cars - (#293, 294, 295, 296) (\$50,416/car)	ERR	II					
Police SUVs - (#292, 300) (\$50,416/car)	ERR	II					
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$45,898/car)	ERR	II					
Parking Enforcement Van (#299)	ERR	III					
Police K-9 Patrol Car (#337)	ERR	III					
Police Patrol Cars - (#308, 309, 310, 311, 312, 314, 316) (\$64,500/car)	ERR	II					
Police Small Van (#313)	ERR	III					
Police Transit Van (#315)	ERR	III					
Police Truck (#322)	ERR	III					
<b>Police - Equipment</b>							
Field Radio Equipment	SCF	III	\$ 50,000	\$ 42,646	\$ 59,000	\$ 109,417	\$ 25,000
Mobile Computers	SCF	III	\$ 14,900	\$ 5,975	\$ 15,000	\$ -	\$ 25,000
Camera Trailer	SCF	III			\$ 33,000	\$ -	\$ 33,000
In-car Camera Systems Replacement	SCF	III			\$ 84,000	\$ 82,469	
Refit of Property Room Storage Systems	SCF	IV	\$ 50,000	\$ 25,794	\$ 44,801	\$ 44,801	
Body Camera & Taser Replacement	ERR	II					
<b>Public Works - Vehicle</b>							
Dump Truck (#259)	ERR	II	\$ 137,975	\$ 137,975			\$ 80,000
Recycling Truck (#261)	ERR	II			\$ 249,663	\$ 228,907	
Trash Truck (#222)	ERR	II			\$ 247,582	\$ 228,908	
Pick Up Truck (#223)	ERR	III					\$ 35,100
Pick Up Truck (#241)	ERR	III					\$ 32,000
Admin Vehicle (#262)	ERR	III					
Pick Up Truck (#244)	ERR	III					
Pick Up Truck (#260)	SW	III					
Street Sweeper	ERR	III					
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR	II					

EQUIPMENT		Adopted FY20	FY21	FY22	FY 23	FY 24
<b>Police - Vehicles</b>						
Police Cars	ERR					
Police Patrol Cars - (#278, 281, 282, 289) (\$44,848/car)	ERR	\$ 179,392				
Police Patrol Cars - (#291, 287, 288) (\$51,734/car)	ERR		\$ 155,202			
Police Patrol Cars - (#293, 294, 295, 296) (\$50,416/car)	ERR			\$ 201,664		
Police SUVs - (#292, 300) (\$50,416/car)	ERR			\$ 100,832		
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$45,898/car)	ERR				\$ 321,286	
Parking Enforcement Van (#299)	ERR					\$ 30,500
Police K-9 Patrol Car (#337)	ERR					\$ 46,500
Police Patrol Cars - (#308, 309, 310, 311, 312, 314, 316) (\$64,500/car)	ERR					\$ 451,500
Police Small Van (#313)	ERR					\$ 42,300
Police Transit Van (#315)	ERR					\$ 33,800
Police Truck (#322)	ERR					\$ 45,000
<b>Police - Equipment</b>						
Field Radio Equipment	SCF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mobile Computers	SCF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Camera Trailer	SCF	\$ 33,000				
In-car Camera Systems Replacement	SCF					
Refit of Property Room Storage Systems	SCF					
Body Camera & Taser Replacement	ERR		\$ 34,778			
<b>Public Works - Vehicle</b>						
Dump Truck (#259)	ERR	\$ 80,000				
Recycling Truck (#261)	ERR					
Trash Truck (#222)	ERR					
Pick Up Truck (#223)	ERR	\$ 35,100				
Pick Up Truck (#241)	ERR	\$ 32,000				
Admin Vehicle (#262)	ERR		\$ 32,591			
Pick Up Truck (#244)	ERR		\$ 33,525			
Pick Up Truck (#260)	SW			\$ 45,489		
Street Sweeper	ERR			\$ 256,083		
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR					\$ 630,000

# Capital Improvement

A Look Back - FY 2018 through

EQUIPMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Public Works - Equipment</b>							
Backhoe (replaces Tractor and backhoe attachment)	ERR	III	\$ 49,409	\$ 100,615			
HVAC Management System	ERR	III	\$ 58,950	\$ 42,500			
Leaf Box ( 1 of 7)	ERR	III	\$ 10,752	\$ -	\$ 5,376	\$ 5,376	\$ 5,376
Leaf Collection Vacuums	ERR	III	\$ 29,000	\$ 31,830			\$ 30,000
Mechanic Tool Box 1 & 2	ERR	III	\$ 6,500	\$ -			\$ 6,600
<b>Truck Scale</b>							
General Fund	GF	III	\$ 5,000	\$ 4,995			
Stormwater Fund	SW	III	\$ 5,000	\$ 4,995			
Crackfilling Machine	ERR	III					\$ 45,000
Miller Mig Welder	ERR	III					\$ 9,772
Riding Mower	ERR	III					\$ 13,200
Skidsteer	ERR	III					\$ 29,000
Truck Tire Changer	ERR	III					
Loader	ERR	III					
Roll-Off Trailer	ERR	III					
Vehicle Lift 2	ERR	III					
Aerial Lift	ERR	III					
Hook Lift Trailer	ERR	III					
Transmission Fuel Exchanger	ERR	III					
Vehicle Lift 1	ERR	III					
Asphalt Miller/Pave	ERR	III					
Vehicle Bay Exhaust System	ERR	III					
<b>Recreation - Vehicle</b>							
Recreation Bus Large(#242)	ERR	II					\$ 78,136
Recreation Bus (SAB)(#268)	ERR	II					
<b>Recreation - Equipment</b>							
Pool Table	ERR	IV	\$ 5,500	\$ 5,487			
Scoreboard	ERR	IV	\$ 8,930	\$ 8,636			
Treadmills	ERR	III			\$ 6,330	\$ 6,299	
Active Arcade Game – Game Room	GF	IV					
<b>Departmental - Vehicle</b>							
Admin Pool Car (#243)	ERR	III					\$ 36,000
<b>SUBTOTAL - EQUIPMENT</b>			\$ 642,316	\$ 593,794	\$ 935,099	\$ 922,069	\$ 662,576

EQUIPMENT		Adopted FY20	FY21	FY22	FY 23	FY 24
<b>Public Works - Equipment</b>						
Backhoe (replaces Tractor and backhoe attachment)	ERR					
HVAC Management System	ERR					
Leaf Box ( 1 of 7)	ERR	\$ 5,376	\$ 5,376	\$ 5,376		
Leaf Collection Vacuums	ERR	\$ 30,000	\$ 30,000	\$ 30,000		
Mechanic Tool Box 1 & 2	ERR	\$ 6,600				
<b>Truck Scale</b>						
General Fund	GF					
Stormwater Fund	SW					
Crackfilling Machine	ERR	\$ 45,000				
Miller Mig Welder	ERR	\$ 9,772				
Riding Mower	ERR	\$ 13,200				
Skidsteer	ERR	\$ 29,000				
Truck Tire Changer	ERR		\$ 17,326			
Loader	ERR			\$ 200,038		
Roll-Off Trailer	ERR			\$ 83,373		
Vehicle Lift 2	ERR			\$ 11,000		
Aerial Lift	ERR				\$ 48,439	
Hook Lift Trailer	ERR				\$ 85,861	
Transmission Fuel Exchanger	ERR				\$ 6,706	
Vehicle Lift 1	ERR				\$ 14,065	
Asphalt Miller/Pave	ERR					\$ 149,705
Vehicle Bay Exhaust System	ERR					\$ 41,000
<b>Recreation - Vehicle</b>						
Recreation Bus Large(#242)	ERR	\$ 78,136				
Recreation Bus (SAB)(#268)	ERR			\$ 62,733		
<b>Recreation - Equipment</b>						
Pool Table	ERR					
Scoreboard	ERR					
Treadmills	ERR		\$ 6,100			\$ 7,338
Active Arcade Game – Game Room	GF			\$ 15,000		
<b>Departmental - Vehicle</b>						
Admin Pool Car (#243)	ERR	\$ 36,000				
<b>SUBTOTAL - EQUIPMENT</b>		<b>\$ 662,576</b>	<b>\$ 364,898</b>	<b>\$ 1,061,588</b>	<b>\$ 526,357</b>	<b>\$ 1,527,643</b>



# Capital Improvement

A Look Back - FY 2018 through

INFORMATION & COMMUNICATION TECHNOLOGY		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Information Technology</b>							
Closed Circuit TV & Video Surveillance for Community Center	ERR	II			\$ 40,000	\$ 40,000	
Servers A & B	ERR	II	\$ 84,000	\$ 77,037			
Adobe Cloud	SRF	II		\$ 23,550			
Microsoft Office 2016 Licenses	GF	II			\$ 30,000	\$ 30,000	
Next Generation Firewall	GF	I			\$ 85,000	\$ 85,000	
Surveillance for PW/REC/Heffner	GF	II			\$ 23,000	\$ 23,000	
Upgrade Network Switches	GF	I			\$ 75,000	\$ 75,000	
Phone System Replacement	ERR	I					\$ 25,000
Millennium Door Security & ID Software	ERR	II					
<b>Public Works</b>							
Fuel Dispensing Software & Equipment	ERR	III					
<b>Recreation</b>							
Rec Programming Software - ActiveNetwork	ERR	II					
<b>Administration/Communications (City TV)</b>							
Digital Signage	SRF	III			\$ 25,000	\$ 17,500	
Auditorium PA System	SRF	III	\$ 90,000	\$ 16,036			
Videography Small Camera Packages	SRF	III	\$ 25,000	\$ 18,569			
Auditorium Digital Video & Touch Panel System	SRF	II			\$ 200,000	\$ 200,000	
Auditorium Lighting	SRF	I					\$ 20,500
Control Room Switcher	SRF	I					\$ 15,000
Council Dais	SRF	II					\$ 25,000
Auditorium Camera System	SRF	III					
Cable TV 13 Editing & Playback Servers	SRF	III					
Media Lab Equipment	SRF	III					
<b>Library</b>							
Userful Hardware, Software, & Support	ERR	I	\$ 28,802	\$ 28,024			
<b>SUBTOTAL – INFORMATION &amp; COMMUNICATION TECHNOLOGY</b>			\$ 227,802	\$ 135,192	\$ 478,000	\$ 470,500	\$ 85,500
STREETS AND SIDEWALKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>ADA Sidewalk Retrofit - Total FY20 Cost \$500,000</b>							
City Sidewalks	GF	II	\$ 300,000	\$ 397,244	\$ 109,000	\$ 109,000	\$ 250,000
CDBG	SRF	II			\$ 91,000	\$ -	
SHA Sidewalks	GF	II	\$ 100,000	\$ -	\$ 200,000	\$ 200,000	\$ 250,000
Bike Improvements	GF	III			\$ 10,000	\$ 10,000	\$ 25,000



INFORMATION & COMMUNICATION TECHNOLOGY		Adopted FY20	FY21	FY22	FY 23	FY 24
<b>Information Technology</b>						
Closed Circuit TV & Video Surveillance for Community Center	ERR			\$ 45,212		
Servers A & B	ERR			\$ 74,194		
Adobe Cloud	SRF					
Microsoft Office 2016 Licenses	GF					
Next Generation Firewall	GF					
Surveillance for PW/REC/Heffner	GF			\$ 40,575		
Upgrade Network Switches	ERR		\$ 28,500			
Phone System Replacement	GF	\$ 25,000				
Millennium Door Security & ID Software	ERR			\$ 34,778		
<b>Public Works</b>						
Fuel Dispensing Software & Equipment	ERR		\$ 35,000			
<b>Recreation</b>						
Rec Programming Software - ActiveNetwork	ERR					\$ 51,069
<b>Administration/Communications (City TV)</b>						
Digital Signage	SRF					
Videography Small Camera Packages	SRF					
Auditorium Digital Video & Touch Panel System	SRF					
Auditorium Lighting	SRF	\$ 20,500				
Control Room Switcher	SRF	\$ 15,000				
Council Dais	SRF	\$ 25,000				
Auditorium Camera System	SRF		\$ 120,000			
Cable TV 13 Editing & Playback Servers	SRF		\$ 50,000			
Media Lab Equipment	SRF		\$ 52,167			
<b>Library</b>						
Useful Hardware, Software, & Support	ERR		\$ 45,600			
<b>SUBTOTAL – INFORMATION &amp; COMMUNICATION TECHNOLOGY</b>		<b>\$ 85,500</b>	<b>\$ 331,267</b>	<b>\$ 194,759</b>	<b>\$ -</b>	<b>\$ 51,069</b>
STREETS AND SIDEWALKS		Adopted FY20	FY21	FY22	FY 23	FY 24
<b>ADA Sidewalk Retrofit - Total FY20 Cost \$500,000</b>						
City Sidewalks	GF	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
CDBG	SRF					
SHA Sidewalks	GF	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Bike Improvements	GF	\$ 25,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000

# Capital Improvement

A Look Back - FY 2018 through

STREETS AND SIDEWALKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
Bus Shelter Improvements	GF	III			\$ 15,000	\$ 5,000	\$ 15,000
Decorative Street Light	ERR	II			\$ 50,000	\$ 50,000	
<b>Ethan Allen Gateway Streetscape</b>							
City Fund	Bond	II	\$ 562,411	\$ 199,091	\$ 562,412	\$ 925,732	
City Match	GF	II			\$ 363,320	\$ -	
MD Bikeway	SRF	II			\$ 66,000	\$ 67,218	
TAP	SRF	II	\$ 627,750	\$ 604,866	\$ 650,634	\$ 650,634	
<b>Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181</b>							
City Fund	Bond	II					\$ 1,000,000
City Match	GF	II			\$ 246,185	\$ 246,185	\$ 164,975
Montgomery County	SRF	II					\$ 200,000
National Fish & Wildlife Federation Grant	SW	II	\$ 113,750	\$ -	\$ 168,750	\$ 168,750	
SHA	GF	II	\$ 140,779	\$ 62,887	\$ 34,200	\$ 34,200	\$ 23,405
TAP	SRF	II			\$ 312,099	\$ 112,099	\$ 728,231
WSSC	SRF	II	\$ 100,000	\$ 551	\$ 1,182,813	\$ 1,182,813	\$ 1,774,220
CDBG	SRF	II	\$ 77,350	\$ -			\$ 259,350
Lincoln Ave Project SRTS	SRF	I	\$ 738,300	\$ 1,606	\$ 579,018	\$ 579,018	
Neighborhood Commercial Center Improvements	GF	III					\$ 50,000
New Sidewalk Design/Construction & Traffic Calming	GF	II	\$ 500,000	\$ 78,715	\$ 800,000	\$ 800,000	\$ 250,000
Public Art	GF	IV	\$ 27,300	\$ 6,600	\$ 43,000	\$ 10,000	\$ 20,000
Street Light Upgrade	GF	III	\$ 70,000	\$ 2,995	\$ 20,000	\$ -	\$ 20,000
Street Rehabilitation	GF	II	\$ 300,000	\$ 297,937	\$ 300,000	\$ 300,000	\$ 500,000
Takoma Junction Area Traffic Study	GF	II	\$ 45,500	\$ 38,454	\$ 200,000	\$ 565	
<b>New Hampshire Ave Bikeway Design - Total FY20 Cost \$235,000</b>							
City Fund	GF	II			\$ 60,000	\$ 15,000	\$ 45,000
Grant	SRF	II			\$ 240,000	\$ 50,000	\$ 190,000
Public Land Management Plan Implementation	GF	IV			\$ 25,000	\$ -	\$ 25,000
<b>Takoma Park Economic Development Project</b>							
City Fund	GF	III					
Housing Fund Reserve Expenditures	SRF	III					
<b>SUBTOTAL – STREET AND SIDEWALKS</b>			<b>\$ 3,703,140</b>	<b>\$ 1,690,946</b>	<b>\$ 6,148,431</b>	<b>\$ 5,516,214</b>	<b>\$ 5,789,821</b>

STREETS AND SIDEWALKS		Adopted FY20	FY21	FY22	FY 23	FY 24
Bus Shelter Improvements	GF	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 25,000
Decorative Street Light	ER R					
<b>Ethan Allen Gateway Streetscape</b>						
City Fund	Bo nd					
City Match	GF					
MD Bikeway	SRF					
TAP	SRF					
<b>Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181</b>						
City Fund	Bo nd	\$ 1,000,000				
City Match	GF	\$ 164,975				
Montgomery County	SRF	\$ 200,000				
National Fish & Wildlife Federation Grant	SW					
SHA	GF	\$ 23,405				
TAP	SRF	\$ 728,231				
WSSC	SRF	\$ 1,774,220				
CDBG	SRF	\$ 259,350				
Lincoln Ave Project SRTS	SRF					
Neighborhood Commercial Center Improvements	GF	\$ 50,000		\$ 150,000		\$ 175,000
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 20,000	\$ 50,000	\$ 55,000	\$ 60,000	\$ 60,000
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Takoma Junction Area Traffic Study	GF					
<b>New Hampshire Ave Bikeway Design - Total FY20 Cost \$235,000</b>						
City Fund	GF	\$ 45,000				
Grant	SRF	\$ 190,000				
Public Land Management Plan Implementation	GF	\$ 25,000	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
<b>Takoma Park Economic Development Project</b>						
City Fund	GF		\$ 175,000	\$ 175,000		
Housing Fund Reserve Expenditures	GF		\$ 500,000			
<b>SUBTOTAL – STREET AND SIDEWALKS</b>		<b>\$ 5,789,821</b>	<b>\$ 2,605,000</b>	<b>\$ 2,265,000</b>	<b>\$ 1,955,000</b>	<b>\$ 2,135,000</b>

# Capital Improvement

A Look Back - FY 2018 through

PARKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
Sligo Mill Overlook Construction	SRF	II	\$ 125,000	\$ 178,779			
Spring Park Improvements - Bog Bridge	GF	III	\$ 16,000	\$ 16,000			
Spring Park Improvements - Pathways & Erosion	GF	III	\$ 60,000	\$ 58,850			
Dorothy Woods	GF	I			\$ 250,000	\$ 250,000	
Spring Park Improvements – Basketball Court	GF	III			\$ 27,000	\$ 27,000	
<b>SUBTOTAL - PARKS</b>			<b>\$ 254,800</b>	<b>\$ 253,629</b>	<b>\$ 277,000</b>	<b>\$ 277,000</b>	<b>\$ -</b>
FACILITIES		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
<b>Community Center</b>							
Floor Replacement for Azalea Room	FMR	IV	\$ 15,000	\$ -	\$ 15,000	\$ 8,226	
IT Room Renovation	SRF	I	\$ 151,320	\$ 159,070			
HCD Furniture & Renovation	GF	IV		\$ 34,388			
Office Renovations for HR & HCD	SRF	III	\$ 85,000	\$ 32,063			
Police Office Renovation	SCF	II	\$ 50,000	\$ 25,795	\$ 31,095	\$ 23,131	
Police Space Design	GF	II	\$ 140,000	\$ 4,000			
Replace Roof Top Unit #9 & #12 - Game Room	FMR	III	\$ 20,000	\$ 30,199			
Staff Lounge Improvements	FMR	IV	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	
Third Floor Bathroom Sink Retrofit	FMR	IV	\$ 10,000	\$ -			
Third Floor Carpet Replacement	FMR	III	\$ 15,500	\$ 15,936			
Third Floor Painting	FMR	III	\$ 8,000	\$ 3,915			
Epoxy Coat Walkway and LL Parking area	FMR	III	\$ 80,000	\$ 71,928			\$ 10,000
Atrium Floor Construction with Police Space Renovation	FMR	II			\$ 427,139	\$ 427,000	
Chiller Water Pump	ERR	III			\$ 6,000	\$ 6,000	
HVAC Control System	ERR	III			\$ 41,450	\$ 41,450	
HCD Office Renovation	FMR	IV			\$ 10,000	\$ 10,000	
HR Lactation Station	GF	IV	\$ 18,000	\$ -	\$ 18,000	\$ -	
HR Furniture Installation	GF	IV	\$ 23,500	\$ 20,458	\$ 11,771	\$ -	
Install Duct Heater in Auditorium	FMR	IV			\$ 10,000	\$ 10,000	
Pedestrian Bridge Refurbishment	FMR	II			\$ 30,000	\$ 30,000	
Replace Carpet – Third Floor & Hydrangea Room	FMR	III			\$ 15,000	\$ 12,800	
Replace Council Conference Room Floor	FMR	III			\$ 8,000	\$ 7,738	
Replace Windows – Teen Room & Dance Room	FMR	II			\$ 20,000	\$ 19,922	
Rear Elevator Upgrade	ERR	II			\$ 216,733	\$ 216,733	
Air Handler Replacement #5, 6, & 8 - Community Center 2nd Floor	FMR	I					\$ 50,000
Commemorative Plaques and Signage	GF	III					\$ 4,000
HCD Storage Project	FMR	IV					\$ 10,000

PARKS		Adopted FY20	FY21	FY22	FY 23	FY 24
Sligo Mill Overlook Construction	SRF					
Spring Park Improvements - Bog Bridge	GF					
Spring Park Improvements - Pathways & Erosion	GF					
Dorothy Woods	GF					
Spring Park Improvements – Basketball Court	GF					
<b>SUBTOTAL - PARKS</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
FACILITIES		Adopted FY20	FY21	FY22	FY 23	FY 24
<b>Community Center</b>						
Floor Replacement for Azalea Room	FMR					
IT Room Renovation	SRF					
HCD Furniture & Renovation	GF					
Office Renovations for HR & HCD	SRF					
Police Office Renovation	SCF					
Police Space Design	GF					
Replace Roof Top Unit #9 & #12 - Game Room	FMR					
Staff Lounge Improvements	FMR					
Third Floor Bathroom Sink Retrofit	FMR					
Third Floor Carpet Replacement	FMR					
Third Floor Painting	FMR					
Epoxy Coat Walkway and LL Parking area	FMR	<b>\$ 10,000</b>				
Atrium Floor Construction with Police Space Renovation	FMR					
Chiller Water Pump	ERR					
HVAC Control System	ERR					
HCD Office Renovation	FMR					
HR Lactation Station	GF					
HR Furniture Installation	GF					
Install Duct Heater in Auditorium	FMR					
Pedestrian Bridge Refurbishment	FMR					
Replace Carpet – Third Floor & Hydrangea Room	FMR					
Replace Council Conference Room Floor	FMR					
Replace Windows – Teen Room & Dance Room	FMR					
Rear Elevator Upgrade	ERR					
Air Handler Replacement #5, 6, & 8 - Community Center 2nd Floor	FMR	<b>\$ 50,000</b>				
Commemorative Plaques and Signage	GF	<b>\$ 4,000</b>				
HCD Storage Project	FMR	<b>\$ 10,000</b>				

# Capital Improvement

A Look Back - FY 2018 through

FACILITIES		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
Lobby Doors	FMR	IV					
<b>Third Floor Renovation (IT and Cable)</b>							
City Fund	FMR	III					\$ 75,000
Cable Grant	SRF	II					\$ 125,000
Police Department Construction	GF	II					
<b>Heffner Community Center</b>							
Floor and Kitchen Renovation	FMR	III	\$ 14,000	\$ 5,267			
Install Exterior Foyer	GF	IV			\$ 8,000	\$ 8,000	
<b>Library</b>							
<b>Library Detail Design, Relocation, &amp; Construction – Total FY20 Cost \$800,000</b>							
City Fund	Bond	II	\$ 1,100,000	\$ 50,283	\$ 375,000	\$ 43,054	\$ 800,000
State Grant	SRF	II			\$ 150,000	\$ 150,000	
City Fund	GF	II	\$ 390,000				
<b>Public Works</b>							
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III					\$ 34,319
<b>SUBTOTAL - FACILITIES</b>			<b>\$ 2,125,320</b>	<b>\$ 453,302</b>	<b>\$ 1,398,188</b>	<b>\$ 1,019,054</b>	<b>\$ 1,108,319</b>
STORMWATER MANAGEMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
Devonshire & Glaizewood Bio Retention Facility	SW	III	\$ 40,000	\$ -	\$ 40,000	\$ 70,000	
Grant Ave and Holly Ave Bio Retention Facility	SW	III	\$ 30,000	\$ -			\$ 30,000
Kennewick & Kirklyn Repair Redesign	SW	III	\$ 56,000	\$ 75,962			
Takoma Branch Stream Restoration Design	SW	III	\$ 100,000	\$ 46,325	\$ 102,456	\$ 65,000	
Tulip Avenue Phase 2	SW	III	\$ 65,600	\$ 71,426			
Colby Avenue Permeable Pavement	SW	III	\$ 30,000	\$ 74,210			
Greenwood Ave Inlet and Pipe	SW	III			\$ 30,000	\$ 55,000	
Larch and Lincoln Bio Retention Facility	SW	III			\$ 70,000	\$ 70,000	
Manor Circle and Carroll Avenue Inlet & Pipe	SW	III					\$ 35,000
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	III					\$ 55,000
Takoma Branch Stream Restoration - Construction	SW	III					\$ 110,000
Sligo Mill Dead End Erosion Control	SW	III					
13th and Hillwood Manor Playground	SW	III					
Cockerille Ave Pipe Realignment	SW	III					
Glenside Dr and Carroll Ave	SW	III					

FACILITIES		Adopted FY20	FY21	FY22	FY 23	FY 24
Lobby Doors	FMR		\$ 11,000			
<b>Third Floor Renovation (IT and Cable)</b>						
City Fund	FMR	\$ 75,000				
Cable Grant	SRF	\$ 125,000				
Police Department Construction	GF				\$ 1,250,000	\$ 1,250,000
<b>Heffner Community Center</b>						
Floor and Kitchen Renovation	FMR					
Install Exterior Foyer	GF					
<b>Library</b>						
<b>Library Detail Design, Relocation, &amp; Construction – Total FY20 Cost \$800,000</b>						
City Fund	Bond	\$ 800,000	\$ 4,000,000	\$ 2,100,000		
State Grant	SRF					
City Fund	GF			\$ 400,000		
<b>Public Works</b>						
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	\$ 34,319				
<b>SUBTOTAL - FACILITIES</b>		<b>\$ 1,108,319</b>	<b>\$ 4,011,000</b>	<b>\$ 2,500,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,250,000</b>
STORMWATER MANAGEMENT		Adopted FY20	FY21	FY22	FY 23	FY 24
Devonshire & Glazewood Bio Retention Facility	SW					
Grant Ave and Holly Ave Bio Retention Facility	SW	\$ 30,000				
Kennewick & Kirklyn Repair Redesign	SW					
Takoma Branch Stream Restoration Design	SW					
Tulip Avenue Phase 2	SW					
Colby Avenue Permeable Pavement	SW					
Greenwood Ave Inlet and Pipe	SW					
Larch and Lincoln Bio Retention Facility	SW					
Manor Circle and Carroll Avenue Inlet & Pipe	SW	\$ 35,000				
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	\$ 55,000				
Takoma Branch Stream Restoration - Construction	SW	\$ 110,000	\$ 150,000			
Sligo Mill Dead End Erosion Control	SW		\$ 50,000			
13th and Hillwood Manor Playground	SW			\$ 55,000		
Cockerille Ave Pipe Realignment	SW			\$ 45,000		
Glenside Dr and Carroll Ave	SW			\$ 40,000		

# Capital Improvement

A Look Back - FY 2018 through

STORMWATER MANAGEMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
Jefferson Ave Bio Retention Facility	SW	III					
Albany and Baltimore Ave Stormwater Treatment Facility	SW	III					
Houston Ave Stormwater Treatment Facility	SW	III					
Parkview Apts Front Lot Bioretention Facility	SW	III					
Essex Parking Lot at Maple	SW	III					
Flower Ave and Cherry Ave Outfall Stabilization	SW	III					
Franklin Apt Bio-Swale	SW	III					
Gude Ave and Poplar Ave Erosion Control and Bioretention Facility	SW	III					
<b>SUBTOTAL - FACILITIES</b>			<b>\$ 326,600</b>	<b>\$ 267,923</b>	<b>\$ 242,456</b>	<b>\$ 260,000</b>	<b>\$ 230,000</b>

		Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Adopted FY20
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 680,218	\$ 622,440	\$ 1,128,481	\$ 1,114,565	\$ 613,895
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 167,500	\$ 127,245	\$ 548,139	\$ 538,686	\$ 145,000
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 3,285,579	\$ 1,113,797	\$ 2,690,476	\$ 2,144,950	\$ 1,750,020
CIP Total – Items funded by General Fund – Bond	Bond	\$ 712,411	\$ 249,374	\$ 937,412	\$ 968,786	\$ 1,800,000
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 114,900	\$ 74,416	\$ 266,896	\$ 259,818	\$ 83,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 2,044,720	\$ 1,333,720	\$ 3,496,564	\$ 3,009,282	\$ 3,337,301
CIP Total Stormwater Fund	SW	\$ 410,350	\$ 272,918	\$ 411,206	\$ 428,750	\$ 230,000
<b>CIP GRAND TOTAL</b>		<b>\$ 7,415,678</b>	<b>\$ 3,793,910</b>	<b>\$ 9,479,173</b>	<b>\$ 8,464,837</b>	<b>\$ 7,876,216</b>



STORMWATER MANAGEMENT		Adopted FY20	FY21	FY22	FY 23	FY 24
Jefferson Ave Bio Retention Facility	SW			\$ 45,000		
Albany and Baltimore Ave Stormwater Treatment Facility	SW				\$ 70,000	
Houston Ave Stormwater Treatment Facility	SW				\$ 80,000	
Parkview Apts Front Lot Bioretention Facility	SW				\$ 45,000	
Essex Parking Lot at Maple	SW					\$ 45,000
Flower Ave and Cherry Ave Outfall Stabilization	SW					\$ 40,000
Franklin Apt Bio-Swale	SW					\$ 65,000
Gude Ave and Poplar Ave Erosion Control and Bioretention Facility	SW					\$ 40,000
<b>SUBTOTAL - FACILITIES</b>		<b>\$ 230,000</b>	<b>\$ 200,000</b>	<b>\$ 185,000</b>	<b>\$ 195,000</b>	<b>\$ 190,000</b>

		Adopted FY20	FY21	FY22	FY 23	FY 24
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 613,895	\$ 423,998	\$ 1,165,772	\$ 476,357	\$ 1,528,712
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 145,000	\$ 11,000	\$ -	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 1,667,020	\$ 2,605,000	\$ 2,705,575	\$ 3,205,000	\$ 3,385,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 1,800,000	\$ 4,000,000	\$ 2,100,000	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 83,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 3,337,301	\$ 222,167	\$ -	\$ -	\$ -
CIP Total Stormwater Fund	SW	\$ 230,000	\$ 200,000	\$ 185,000	\$ 195,000	\$ 190,000
<b>CIP GRAND TOTAL</b>		<b>\$ 7,876,216</b>	<b>\$ 7,512,165</b>	<b>\$ 6,206,347</b>	<b>\$ 3,926,357</b>	<b>\$ 5,153,712</b>

**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

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## City of Takoma Park

### Debt Services



City of Takoma Park - Library Mosaic

#### IN THIS SECTION:

- Debt Service Summary

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# Debt Service

## Overview:

Neither Maryland State law nor the City Charter mandates a limit on municipal debt. However, the City will strive to maintain its net tax-supported debt at a level not to exceed one percent (1%) of the assessed valuation of taxable property, the net tax-supported debt should not exceed \$23.9 million. The City incurs a total debt in the amount of \$14.3 million.

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, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	151,500	31,220	182,720
2021	156,500	26,675	183,175
2022	161,000	21,980	182,980
2023	166,000	17,150	183,150
2024 – 2025	<u>347,000</u>	<u>19,210</u>	<u>366,210</u>
<b>Total</b>	<u>\$982,000</u>	<u>\$116,235</u>	<u>\$1,098,235</u>

## 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, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	170,000	5,049	175,049
<b>Total</b>	<b>\$170,000</b>	<b>\$5,049</b>	<b>\$175,049</b>

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.

## Transportation Bond 2017 Series:

For the purpose of funding the Street Improvement projects, the City issued a Local Government Infrastructure Bond 2017 Series A -1 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 calculated based on a 15-year payment schedule presented by DHCD. The incurred costs include \$7,458 fees and insurance and approximately \$50,000 cost of issuance. The final payment is due on June 30, 2032.

The annual installments for the repayment of the bonds as of July 1, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	119,500	46,894	166,394
2021	122,000	44,444	166,444
2022	124,500	41,943	166,443
2023	127,000	39,391	166,391
2024	129,500	36,787	166,287
2025	132,000	34,133	166,133
2026-2032	<u>1,032,000</u>	<u>131,822</u>	<u>1,163,822</u>
<b>Total</b>	<u>\$1,786,500</u>	<u>\$375,414</u>	<u>\$2,161,914</u>

## Library Bond 2017 Series:

In FY19, the City issued a 30-year Local Government Infrastructure Bond 2017 Series A-2 in the amount of \$7,000,000. The bond proceeds are used for the design and renovation of the Library Facility and can be used in the Community Center as well. The principal and interest payments are going to be repaid semi-annually each year based upon the payment schedule presented by DHCD. The bond setup costs include \$41,883 fees and insurance and approximately \$175,000 cost of issuance. The final payment is due on June 30, 2047.

The annual installments for the repayment of the bonds as of July 1, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	158,000	229,488	387,488
2021	163,500	226,249	389,749
2022	166,500	222,898	389,398
2023	169,000	219,484	388,484
2024	173,500	216,020	389,520
2025	175,500	212,463	387,963
2026-2047	<u>5,707,000</u>	<u>2,844,819</u>	<u>8,551,819</u>
<b>Total</b>	<u>\$6,713,000</u>	<u>\$4,171,421</u>	<u>\$10,884,421</u>

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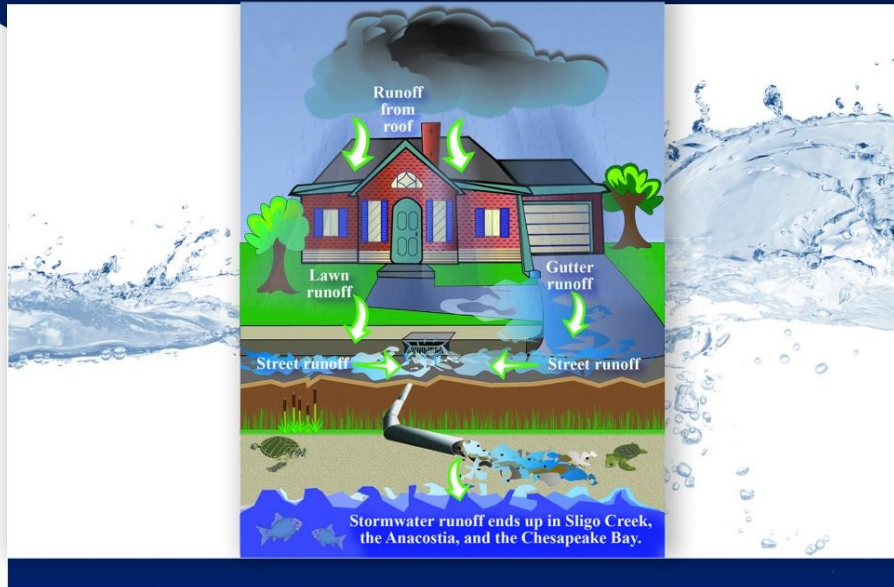






## City of Takoma Park

### Stormwater Management Funds



Stormwater Management

### IN THIS SECTION:

- Fund Summary

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# Stormwater Management Fund Summary

## 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 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 FY20, the rate is proposed to remain at \$92 per Equivalent Residential Unit (ERU).

## Management Objectives:

- Provide video inspection and cleaning of 20 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 bioretention 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 FY17	Actual FY18	Estimated FY19	Projected FY20
Number of stormwater permits issued	3	6	3	4
Number of stormwater concept plans reviewed	4	5	3	3
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	6,211	4,853	9,000	9,000
Linear feet of pipe cleaned	4,526	2,092	3,000	3,000
Linear feet of pipe replaced	0	50	150	100
Linear feet of new pipe	598	637	640	400
Number of inlets repaired	0	3	5	5
Number of new inlets constructed	3	7	6	18
Square feet of infiltration facilities constructed	1,968	1,484	3,650	2,741

## Stormwater Management Fund Summary

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	1.15	1.15	1.15
<i>FTEs without benefits</i>	-	-	
<b><i>Fund Total</i></b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coordinator</i>	0.40	0.40
<i>Construction Manager</i>	0.25	0.25
<b><i>Fund Total FTEs</i></b>	<b>1.15</b>	<b>1.15</b>

<i>Fund Revenues</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Stormwater Management</i>	730,104	713,000	714,000	713,000
<i>National Fish &amp; Wildlife</i>	-	168,750	168,750	-
<b><i>Fund Total</i></b>	<b>730,104</b>	<b>881,750</b>	<b>882,750</b>	<b>713,000</b>

<i>Fund Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Stormwater Management</i>	722,376	758,956	752,313	742,313
<i>National Fish &amp; Wildlife</i>	-	168,750	168,750	-
<b><i>Fund Total</i></b>	<b>722,376</b>	<b>927,706</b>	<b>921,063</b>	<b>742,313</b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Wages</i>	97,561	102,500	102,500	104,000
<i>Fringe Benefits</i>	39,549	44,500	33,113	44,813
<i>Overtime</i>	895	500	200	500
<i>Workers Compensation</i>	2,915	3,500	3,500	3,000
<b><i>Personnel Subtotal</i></b>	<b>140,920</b>	<b>151,000</b>	<b>139,313</b>	<b>152,313</b>
<i>Supplies</i>	153,963	154,000	151,000	158,000
<i>Services and Charges</i>	154,576	211,500	202,000	202,000
<i>Capital Outlay</i>	272,918	411,206	428,750	230,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>581,457</b>	<b>776,706</b>	<b>781,750</b>	<b>590,000</b>
<b><i>Fund Total</i></b>	<b>722,376</b>	<b>927,706</b>	<b>921,063</b>	<b>742,313</b>

# Stormwater Management Fund Summary

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## Adopted to Estimated Actual FY19:

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- Expenditures are expected to be \$6,643 lower than budgeted.
- The variance is attributable to a reduction in personnel costs.

## FY20 Budget Highlights:

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- Fund expenditures are \$185,393 lower — a decrease of 20 percent — compared to budgeted expenditures for FY19.
- The budgetary decrease is due to a reduction in Capital Outlay associated with the Flower Avenue Green Street project. The budget in FY19 reflected a grant allocation from the National Fish and Wildlife Federation which was expended in FY19. The overall budget amount for FY20 is in keeping with prior years' budget.
- Approximately 20.5 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 21.3 percent of fund expenditures. Included are repairs for existing systems located on Albany Avenue, Garland Avenue and the Brashears Run outfall below Maple Avenue.
- Services and charges represent about 27.2 percent of expenditures and include illicit discharge monitoring, video inspection of a portion of the stormdrain system, pipe and inlet cleaning, water quality testing, contractual maintenance of the bioretention facilities and specialized engineering design services.
- Capital expenditures total 31 percent of fund expenditures projects include the repair of the outfall and first phase of stream restoration at Takoma Branch, construction of bioretention facilities at Grant and Holly Avenues and behind Parkview Towers Apartment facility on the city right of way of Hancock Avenue and installation of stormwater infrastructure at Manor Circle and Carroll Avenue.



## Special Revenue Funds



TKPK5K

### IN THIS SECTION:

- Project Descriptions

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# Project Descriptions

## General Government

### ➤ Cable Equipment Grants \$221,800

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. Some of the FY20 expenditures are as follows:

\$125,000 for the renovation of IT and Cable department in the Community Center.

\$60,500 for a new council dais, control room switch, and auditorium lighting.

\$8,000 for equipment for auditorium and remote productions.

\$1,000 for a projection screen for the media lab.

## Housing and Community Development

### ➤ TKPK 5K Challenge \$45,000

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.

## Public Works

### ➤ Flower Avenue Green Street Improvements \$2,702,451

The Flower Avenue Green Street project is expected to begin construction in FY19 and continue through FY20. The total budget for the multiyear design and construction is estimated to be \$7,020,720. Over 71 percent of the funds estimated to be expended in FY20 come from the following Special Revenue Fund sources:

\$728,231 from the Transportation Alternatives Program (TAP) grant

\$200,000 from Montgomery County

\$1,774,220 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.

### **CDBG – ADA Sidewalks**

**\$259,350**

Construction of eligible streetscape and ADA improvements in established low and moderate income neighborhoods. 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). These funds will be used on the Flower Avenue Green Street project.

### **Safe Routes to School**

**\$12,470**

The mission of the Takoma Safe Routes to School program is to make it safe for students to walk and bike to school. The program serves students and families at Takoma Park, Piney Branch, Rolling Terrace, and East Silver Spring Elementary Schools, and Takoma Park Middle School. Program highlights include annual activities including Walk to School Day and Bike to School Day; in school pedestrian and bike safety education; and events such as the TKPK5K in May and the iCan Shine Bike Camp in June. Infrastructure projects include sidewalks, bike racks, traffic calming, among others. A Safe Routes to School grant from the State of Maryland partially funds the program.

### **MD Bikeways Grant – New Hampshire Avenue Bikeway**

**\$190,000**

Development of semi-final 60% design plans for a bi-directional bikeway on New Hampshire Avenue (MD 650) between Sligo Creek parkway and Holton Lane. Funding provided by the MD Department of Transportation. Twenty percent local match requirement.



# Special Revenue Funds Summary

<i>Fund Revenues</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>MD Energy Assist Grant</i>	1,128	-	-	-
<i>CDBG Flower Ave Green St</i>		-	-	-
<i>CDBG-ADA Sidewalk</i>	-	91,000	-	259,350
<i>MIP Trail Project</i>	100,000	-	-	-
<i>MEA Low / Mod Home Energy</i>	25,990	25,000	25,000	-
<i>CDBG Educare and Village</i>	12,115	-	-	-
<i>TKPK 5K Race</i>	30,961	45,000	45,000	45,000
<i>Community Legacy</i>	50,000	-	25,000	-
<i>Community Parks &amp; Playgrounds</i>	178,779	-	-	-
<i>Library Grant</i>	-	150,000	150,000	-
<i>MD Bikeway Grant</i>	-	-	-	190,000
<i>Cable Grant</i>	219,601	202,000	202,000	195,940
<i>Transportation Grants</i>	381,768	1,268,733	879,951	2,702,451
<i>Safe Routes To School – GY F &amp; G</i>	1,606	5,828	573,072	12,470
<i>Safe Routes To School – GY H</i>	-	579,018	579,018	-
<i>WSSC-Flower Ave Green St</i>	551	1,182,813	1,182,813	-
<b><i>Fund Total</i></b>	<b>1,002,499</b>	<b>3,549,392</b>	<b>3,089,356</b>	<b>3,405,211</b>
<i>Fund Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>MD Energy Assist Grant</i>	1,128	-	-	-
<i>CDBG Educare and Village</i>	12,115	-	-	-
<i>CDBG-ADA Sidewalk</i>	-	91000	-	259,350
<i>MIP Trail Project</i>	100,000	-	-	-
<i>MEA Low / Mod Home Energy</i>	25,990	25,000	25,000	-
<i>TKPK 5K Race</i>	30,961	45,000	45,000	45,000
<i>Community Legacy</i>	50,000	-	25,000	-
<i>Community Parks &amp; Playgrounds</i>	178,779	-	-	-
<i>MD Bikeway Grant</i>	-	-	-	190,000
<i>Library Grant</i>	-	150,000	150,000	-
<i>Cable Grant</i>	327,724	255,100	217,500	221,800
<i>Transportation Grants</i>	647,001	1,268,733	879,951	2,702,451
<i>Safe Routes To School – GY F</i>		5,828	574	12,470
<i>Lincoln Ave Project</i>	1,606	579,018	579,018	-
<i>WSSC-Flower Ave Green St</i>	551	1,182,813	1,182,813	-
<b><i>Fund Total</i></b>	<b>1,375,855</b>	<b>3,602,492</b>	<b>3,104,856</b>	<b>3,431,071</b>



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## City of Takoma Park

### Speed Camera Fund



Sligo Creek

### IN THIS SECTION:

- Fund Summary 267

# Speed Camera Fund Summary

## Fund Overview:

The Speed Camera Fund was established in FY09 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 FY18</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Fund Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Adopted FY20</i>
<i>Police Sergeant</i>	1.00	1.00
<i>Police Officer</i>	1.00	1.00
<i>Photo Enforcement Analyst</i>	1.00	1.00
<b><i>Fund Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

## Speed Camera Fund Summary

<i>Fund Revenues</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Speed Camera Fund</i>	1,244,993	1,316,600	1,278,000	1,278,000
<b><i>Fund Total</i></b>	<b>1,244,993</b>	<b>1,316,600</b>	<b>1,278,000</b>	<b>1,278,000</b>

<i>Fund Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Adopted FY20</i>
<i>Speed Camera Fund</i>	1,188,767	1,385,614	1,311,576	1,153,018
<b><i>Fund Total</i></b>	<b>1,188,767</b>	<b>1,385,614</b>	<b>1,311,576</b>	<b>1,153,018</b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	214,973	225,000	195,000	210,000
<i>Fringe Benefits</i>	146,547	147,500	126,000	125,500
<i>Workers Compensation</i>	22,623	30,000	30,000	30,000
<i>Overtime</i>	37,618	35,000	20,000	25,000
<i>Clothing Allowance</i>	3,980	4,200	3,740	4,500
<i>Employee Recognition</i>	2,590	2,090	2,090	90
<b><i>Personnel Subtotal</i></b>	<b>428,331</b>	<b>443,790</b>	<b>376,830</b>	<b>395,090</b>
<i>Supplies</i>	-	500	500	500
<i>Services and Charges</i>	662,934	666,428	666,428	666,428
<i>Safety Projects</i>	23,087	8,000	8,000	8,000
<i>Capital Outlay</i>	74,415	266,896	259,818	83,000
<b><i>Operating Expenditures Subtotal</i></b>	<b>760,436</b>	<b>941,824</b>	<b>934,746</b>	<b>757,928</b>
<b><i>Fund Total</i></b>	<b>1,188,767</b>	<b>1,385,614</b>	<b>1,311,576</b>	<b>1,153,018</b>

# Speed Camera Fund Summary

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## Adopted to Estimated Actual FY19:

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- Fund expenditures are expected to be \$74,038 less than expected.
- This variance is attributable to a reduction in employee costs due to a retirement.

## FY20 Budget Highlights:

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- Fund expenditures are \$232,596 — a decrease of 16.8 percent — compared to budgeted expenditures for FY19.
- Fund FTEs remain unchanged.
- Personnel costs represent 34.3 percent of fund expenditures and are expected to decrease by approximately 7.3 percent.
- Services and charges represent about 57.8 percent of fund expenditures. This category includes the cost of the City's contract with Conduent Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.
- Safety Projects make up 0.7% of fund expenditures. This is for the purchase of night vision equipment (\$8,000).
- Capital Outlay expenditures are budgeted at \$83,000 and represent approximately 7.2 percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including replacement of Mobile Computers (\$25,000), portable radios (\$25,000), and the purchase of a portable camera trailer (\$33,000).



## Appendix

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## Community Profile

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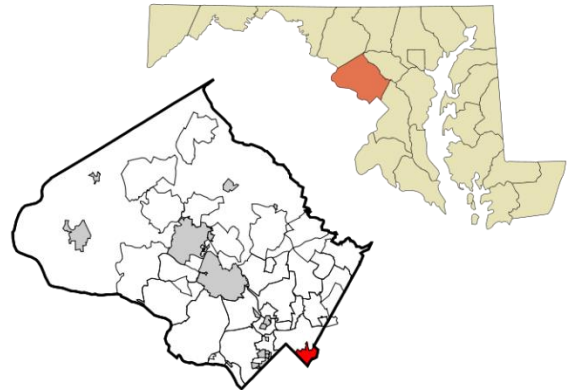
The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. According the U.S. Census Bureau, the estimated population of the City is 17,768 (as of July 1, 2018).

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) 2012-2016, the median value of an owner-occupied housing unit was \$508,600. Owner-occupied housing units comprise 51.4% of all housing units; renter-occupied units comprise 48.6%.



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



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

	1990 Census	2000 Census	2010 Census	2016 ACS Data*
<i>Total population</i>	16,700	17,299	16,715	17,567
<i>Population under 5 years</i>	1,320	1,237	1,254	1,295
<i>Population 18 years and over</i>	13,179	13,224	12,966	13,537
<i>Population 65 years and over</i>	1,773	1,529	1,668	1,851
<i>Total households</i>	6,822	6,893	6,569	6,498
<i>Per capita income</i>	17,942	26,437	-	41,141
<i>Median household income</i>	37,144	48,490	-	78,921
<i>High school graduate or higher</i>	10,041	9,933	-	12,074
<i>White</i>	9,200	8,440	8,192	8,130
<i>Black or African-American</i>	6,013	5,876	5,843	6,212
<i>American Indian and Alaska Native</i>	61	76	45	53
<i>Asian, Native Hawaiian, Pacific Islander</i>	717	760	740	840
<i>Some Other Race</i>	709	1,287	1,091	1,478
<i>Two or More Races</i>	n/a	860	804	854
<i>Hispanic or Latino (of any race)</i>	1,619	2,494	2,417	2,357
<i>Foreign born</i>	3,549	4,917	-	5,519
<i>Speak a language other than English at home</i>	3,113	5,034	-	5,474

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	56.0 percent*
Sales and office occupations	15.1 percent*
Service occupations	16.5 percent*
Construction, extraction, maintenance	6.2 percent*
Production, transportation, material moving	6.2 percent*

\* Data is from the American Community Survey, 2012-2016, and has a greater margin of error than Census data.



# General Fund Revenue - Supplemental Information

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## Real Property Tax

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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 FY19 is \$0.5291 per \$100 of assessed valuation. It is higher than the CYT rate of \$0.5075 and increases property tax revenues by \$639,109.

## Personal Property Tax

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The City of Takoma Park's personal property tax rate for FY19 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

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Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO. The tax rate for FY19 is \$1.57 per \$100 of assessed value.

## Highway User Revenue

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

## **General Fund Revenue - Supplemental Information**

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### **Income Tax**

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

### **Police Protection Grant**

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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**

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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**

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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**

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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.

## General Fund Revenue - Supplemental Information

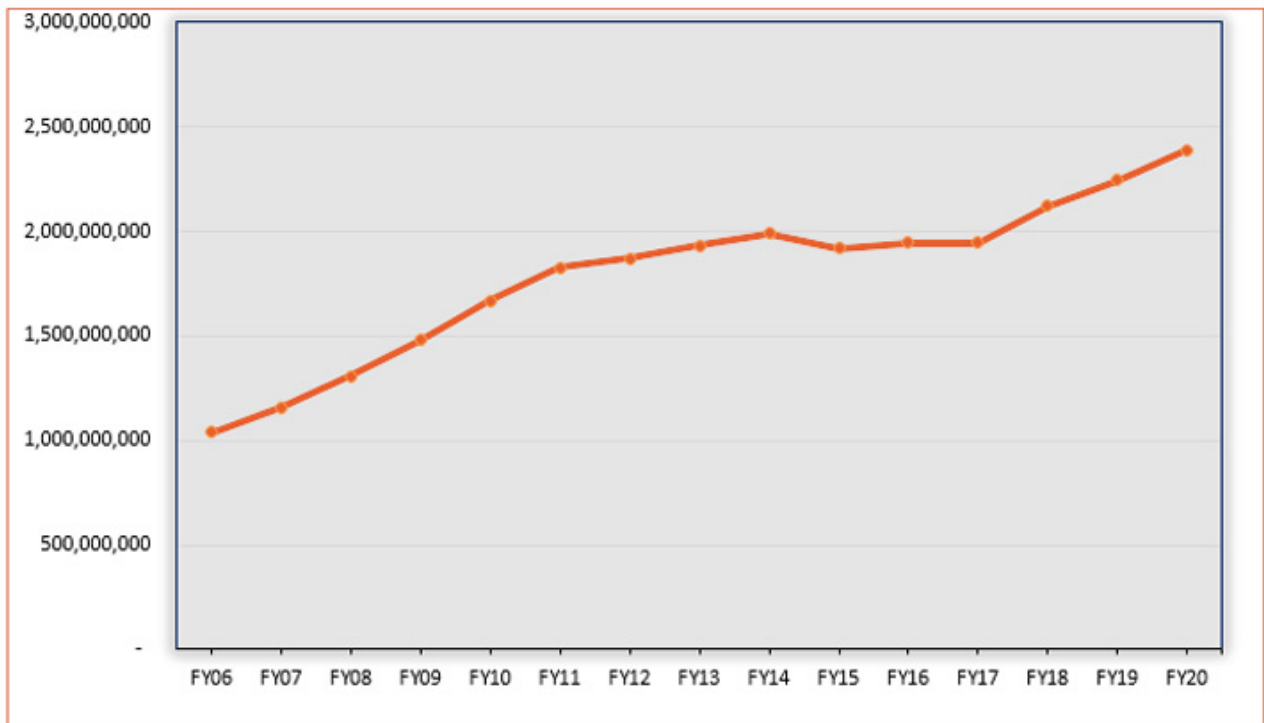
### FY18 Principal Property Taxpayers

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
JBG Takoma Retail Center LLC	\$34,837,700	1	1.52%
Saul Subsidiary I LTD Partnership	32,500,000	2	1.42%
Orlo Takoma LLC	19,637,200	3	0.86%
Park Ritchie LLC	18,519,900	4	0.81%
MHP Parkview Towers LLP	18,362,224	5	0.80%
Takoma Business Center LLC	13,340,800	6	0.58%
Takoma Park Land LLP	11,011,600	7	0.48%
Potomac Electric Power Company	10,492,510	8	0.46%
Maple View Apartments LLC	9,123,900	9	0.40%
Hampshire Lodging LLC	<u>9,041,300</u>	10	<u>0.39%</u>
Total	<u>\$176,867,134</u>		<u>7.72%</u>

### FY18 Principal Employers

Employer	Employees	Rank	Percentage of Total City Employment
Washington Adventist Hospital	1,300	1	23.28%
Montgomery College	816	2	14.62%
Montgomery County Public School	279	3	5.00%
Washington Adventist University	258	4	4.62%
City of Takoma Park	241	5	4.32%
Genesis HealthCare - Sligo Creek Center	92	6	1.65%
Republic	62	7	1.11%
Don Bosco Cristo Rey High School	57	8	1.02%
IHOP	52	9	0.93%
Takoma Park / Silver Spring Co-Op	<u>49</u>	10	<u>0.88%</u>
Total	<u>3,206</u>		<u>57.43%</u>

## Assessed Value of Real Property



# Glossary

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**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.

**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 1<sup>st</sup> of each year and ends on June 30<sup>th</sup> 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 1<sup>st</sup>, 2017 and ends on June 30<sup>th</sup>, 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.

**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.

**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 8, 2019

Second Reading: May 15, 2019

**CITY OF TAKOMA PARK, MARYLAND  
ORDINANCE NO. 2019-11**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2020, BEGINNING  
JULY 1, 2019 AND ENDING JUNE 30, 2020**

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 2020 will exceed the constant yield tax rate of \$0.5260, and,

WHEREAS, public budget hearings were held on April 10, 2019 and April 24, 2019.

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, 2019 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	
Apartments	\$0.5397 per \$100 of assessed valuation
Commercial	\$0.5397 per \$100 of assessed valuation
Residential	\$0.5397 per \$100 of assessed valuation
Vacant	\$0.5397 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, 2019.

Adopted this 15th day of May, 2019, by roll-call vote as follows:

AYES: Stewart, Dyballa, Kostiuik, Seamens, Smith, Searcy

NAYS: Kovar

ABSTAIN: None

ABSENT: None

Introduced by: Councilmember Seamens

First Reading: May 8, 2019

Second Reading: May 15, 2019

**CITY OF TAKOMA PARK, MARYLAND  
ORDINANCE NO. 2019-12**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT  
BUDGET FOR FISCAL YEAR 2020, BEGINNING JULY 1, 2019  
AND ENDING JUNE 30, 2020**

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 2020, 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.

# Ordinances

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SECTION 3. The budget adopted hereto and by reference made a part hereof is hereby adopted for the fiscal year beginning July 1, 2019 and ending June 30, 2020. Said budget provides for an appropriation in the amount of \$742,313 for stormwater management activities.

SECTION 4. Use of fund balance amount of \$29,313 authorized to supplement other revenues and financing sources.

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

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

SECTION 7. This Ordinance shall be effective July 1, 2019.

Adopted by roll-call vote this 15th day of May, 2019 as follows:

AYES:	Stewart, Kovar, Dyballa, Kostiuk, Seamens, Smith, Searcy
NAYS:	None
ABSENT:	None
ABSTAIN:	None

Introduced by: Councilmember Seamens

First Reading: May 8, 2019

Second Reading: May 15, 2019

**CITY OF TAKOMA PARK, MARYLAND  
ORDINANCE NO. 2019-13**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2020,  
BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020**

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 2020 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 10, 2019; 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 24, 2019; 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 2020; and,

WHEREAS, it is the policy of the City Council to set the level of the General Fund Unassigned Fund reserve at 17% of the General Fund revenue, which would be equivalent to \$4.3 million; and,

WHEREAS, in the FY 2020 budget, the General Fund unassigned reserve is projected to be \$3.1 million; however that level is determined to be acceptable due to the inclusion in the budget of the restricted bond reserve of \$5.9 million; and

WHEREAS, the City Council maintains its commitment to a General Fund Unassigned Fund Balance of 17% of the General Fund revenue. As identified in Resolution 2018-24, the Council recognizes that this may require a "phase-in" period to help mitigate impacts on the local property tax rate and/or City programs and initiatives; and

WHEREAS, the Council will continue to work toward reaching a level of 17% in future budgets, with a goal of doing so within a three year period from the point at which the balance falls below the minimum.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND:

# Ordinances

SECTION 1. The budget adopted hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2019 and ending June 30, 2020.

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

Fund	Fiscal Year 2020 Appropriation
General Fund	\$ 29,361,165
Special Revenue Fund	3,431,071
Speed Camera Fund	1,153,018
<b>GRAND TOTAL</b>	<b>\$ 33,945,254</b>

SECTION 3. Use of the following fund balance amount is hereby authorized to supplement other fund revenues and financing sources:

Fund	Fiscal Year 2020 Appropriation
Special Revenue Fund	\$25,860
General Fund	\$3,787,556

SECTION 4. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$127,868 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 5. A five-year Capital Improvement Program for Fiscal Year 2020 through Fiscal Year 2024 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 6. The City Council hereby authorizes the transfer of \$650,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 7. The City Council hereby authorizes the transfer of \$210,000 from the General Fund unreserved fund balance to the Housing Reserve.

SECTION 8. It is hereby acknowledged that the City Council, in its capacity as the Stormwater Management Board, approved a Stormwater Management Fund budget for Fiscal Year 2020 by Ordinance No. 2019-12.

SECTION 10. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 11. This Ordinance shall be effective July 1, 2019.

Adopted this 15th day of May, 2019 by roll-call vote as follows:

AYES: Stewart, Dyballa, Kostiuk, Seamens, Smith, Searcy  
 NAYS: Kovar  
 ABSTAIN: None  
 ABSENT: None