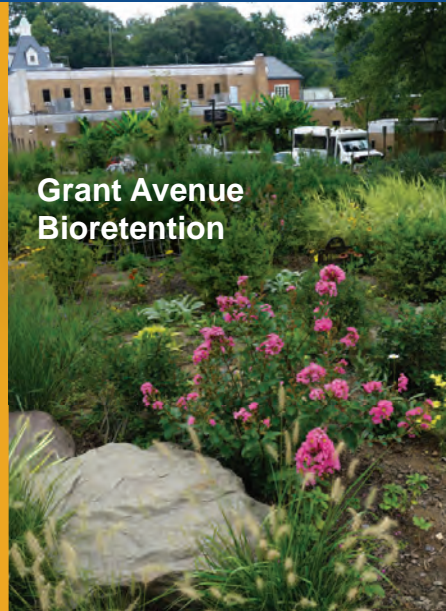




City of Takoma Park



Fiscal Year 2021
ADOPTED BUDGET
July 1, 2020 - June 30, 2021

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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

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

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

To the Residents of Takoma Park,

The Takoma Park City Council is pleased to present the adopted Fiscal Year 2021 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 cents per \$100 of assessed value which is the same as last year's rate of 53.97 cents. The set rate of 53.97 cents is above the constant yield tax rate of 52.91 cents or the tax rate that would provide the same revenue as last fiscal year. The set rate is lower than the constant yield plus the Employment Cost Index (ECI), which would have been 54.44 cents. 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 began in January 2019 when the Council, entering the second year of a three-year term, began developing its priorities. The Council Priorities, adopted in March 2019, established a framework for the Council as it discussed the budget and tax rate for Fiscal 2021.

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, the onset of the coronavirus pandemic shaped many of our budget decisions. We allocated \$440,000 to establish a COVID-19 Fund to respond to the needs of residents and small businesses during the ongoing pandemic. Our Housing and Community Development staff will leverage those funds for direct assistance to business owners, housing assistance for vulnerable families, COVID-19 personal protective equipment purchases, and workforce development assistance. We also put \$1.3 million in proposed expenditures on hold in our budget reserves to provide a cushion against future impacts of the pandemic and economic uncertainty on City finances.

We continue to finance major capital projects including Library reconstruction design and the Flower Avenue Green Street project. 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 2021 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

City of Takoma Park Community Profile

About Takoma Park

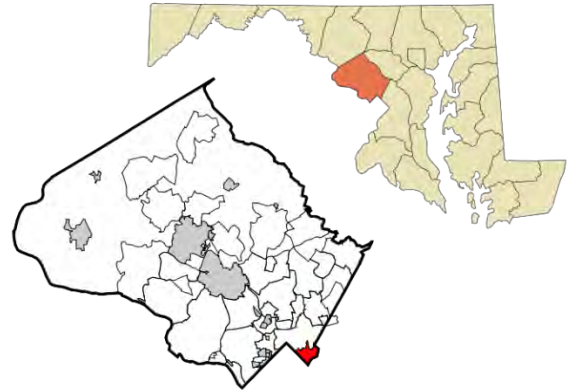
The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. According the U.S. Census Bureau, the estimated population of the City is 17,622 (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) 2014-2018, the median value of an owner-occupied housing unit was \$555,000. Owner-occupied housing units comprise 52.9% of all housing units; renter-occupied units comprise 47.1%.



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.

City of Takoma Park Community Profile

	1990 Census	2000 Census	2010 Census	2018 ACS Data*
<i>Total population</i>	16,700	17,299	16,715	17,622
<i>Population under 5 years</i>	1,320	1,237	1,254	1,169
<i>Population 18 years and over</i>	13,179	13,224	12,966	13,414
<i>Population 65 years and over</i>	1,773	1,529	1,668	1,977
<i>Total households</i>	6,822	6,893	6,569	6,574
<i>Per capita income</i>	17,942	26,437	-	44,657
<i>Median household income</i>	37,144	48,490	-	86,439
<i>High school graduate or higher</i>	10,041	9,933	-	10,976
<i>White</i>	9,200	8,440	8,192	9,308
<i>Black or African-American</i>	6,013	5,876	5,843	6,694
<i>American Indian and Alaska Native</i>	61	76	45	127
<i>Asian, Native Hawaiian, Pacific Islander</i>	717	760	740	1,345
<i>Some Other Race</i>	709	1,287	1,091	1,074
<i>Two or More Races</i>	n/a	860	804	743
<i>Hispanic or Latino (of any race)</i>	1,619	2,494	2,417	1,880
<i>Foreign born</i>	3,549	4,917	-	5,072
<i>Speak a language other than English at home</i>	3,113	5,034	-	5,266

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

Managerial and professional	58.4 percent*
Sales and office occupations	12.2 percent*
Service occupations	16.2 percent*
Construction, extraction, maintenance	4.5 percent*
Production, transportation, material moving	8.7 percent*

* Data is from the most recent release of the American Community Survey 5-Year data, 2014-2018, and has a greater margin of error than Census data.



2021 - 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**, open 24/7, including patrol, investigations, crossing guards, neighborhood service/code enforcement; provides public safety, community policing initiatives and National Night Out; and educates about and enforces City laws such as property maintenance, parking and Safe Grow, and bans on plastic bags, polystyrene, and straws.
- **Public Works** services, including:
 - Trash, recycling, food waste and yard waste collection- tree and canopy protection, tree maintenance
 - Road repair and resurfacing, traffic calming, sidewalk repair and installation
 - Tree and canopy protection; tree planting and maintenance
 - Stormwater and erosion control
 - Right of way maintenance, including gardens and landscaping
 - Maintenance of City facilities
 - Electronic recycling drop off
 - Civil engineering services
 - Construction project management
 - Snow removal and leaf collection
 - Park and playground maintenance
 - Dog park maintenance
- **Sustainability/energy efficiency programs**, sustainability and energy efficiency programs, including funds for home or commercial property energy improvements, public EV chargers, community collaboration and initiatives in response to Climate Change
- **Housing services**, including rent stabilization, affordable housing initiatives, down payment assistance programs, assistance to tenant associations and condominium communities, landlord/tenant mediation, contracting with County for interior housing inspections of rental properties
- **Planning services**, including neighborhood, transportation, bike, and open space planning; and development review and coordination
- **Economic Development**, promotion and assistance, including support for local business associations, direct professional and financial assistance to businesses, and workforce development

2021 - 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.

- **Financial assistance via Emergency Assistance Fund** (to help residents with rent, utility or similar urgent needs), Tree Fund (to help lower-income residents who need to remove a dangerous tree), property tax assistance funds, and business assistance funds.
- **Library**, with extensive collections of print and digital resources for all ages, popular programs for children and adults (early literacy, reading readiness for ESL parents, book discussion groups, Spanish and French language programs, Caldecott Club, Comics Jam, regular visits from renowned authors and illustrators), and public access computers with dedicated staff
- **Recreation programs and services**, including before and afterschool care, sports leagues and summer camps, youth training and educational programs, arts classes, summer job program for teens, special senior programs including senior summer camp, scholarships for low-income residents, maintenance of playing fields
- **City Festivals, parades and events**, such as Monster Bash, Celebrate Takoma, Egg Hunt, and assistance for others, including Independence Day, Street Fest, Folk Fest
- **Arts and Humanities programs**, including performances, visual arts, poetry, and public art installations
- **Communications/City TV**, including online and cable programs and broadcasting, the Takoma Park Newsletter, City website and social media
- **Legislative advocacy** at State and County levels
- **Administering local elections**, with special provisions for 16 and 17 year olds and non-citizens, inspiring policy changes in other cities
- **Support for Council** - appointed boards and commissions
- **Community grants and partnership programs** to provide funds for area service providers whose work helps address community needs in line with the City Council's goals
- **Internal services**: Information Technology (which also support the public computer labs), Human Resources, Finance, Legal, etc.
- **Meeting rooms and other public space**, including the Auditorium, computer labs, arts room, dance room, senior room, teen lounge, game room and community center spaces and parks
- **Passport and Notary services**



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2021 - 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. MWCOG).
- 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.



TakomaParkMD.gov

Vision

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

Mission

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

City Council Priorities

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

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

How City Council Priorities Affect You

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

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

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

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

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.

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

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.

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

Office of the City Manager
Office: 301-891-7229
Fax: 301-270-8794

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

Transmittal Letter for the Fiscal 2021 Proposed Budget

April 3, 2020

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 2021 (FY21), which begins on July 1, 2020. 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.

As I present this FY21 Proposed Budget for the City of Takoma Park, the world is in the midst of the Covid-19 pandemic. This is a time of high anxiety about both health and financial matters and those concerns affect us all.

The Proposed Budget has been reviewed in light of the health emergency and resulting possible economic impacts. While adjustments will occur as information is learned about the expected duration of the pandemic and the level of Federal, State and County assistance, the overall budget presented here maintains essential services and provides flexibility for the City as the economic picture clears.

It should be noted that there are some items in the Proposed Budget that are likely to be removed or changed because much of the budget was prepared before the Health Emergency was declared. For example, some items are related to events, conferences or programs that are unlikely to occur.

Finance Director Susan Cheung and I have been carefully considering the City's financial strengths, areas of risk, and options to consider for the coming fiscal year and beyond. This

information will be discussed in detail as we go through the budget consideration process with the City Council.

Because of years of careful financial stewardship, planning and the sources of City revenues, the City of Takoma Park is on solid financial footing right now. Revenues are likely to remain thin but stable for the next year or more. Significant impacts of a recession from the pandemic will not immediately affect the bottom line of the City of Takoma Park because of the type and timing of the revenues the City receives.

Budgeting during an emergency requires an assessment of immediate need and impact, projection of needs for the recovery period after the emergency and a continued eye on maintaining long term fiscal health.

Council Priorities

The Council's Priorities, adopted in March 2019 and reaffirmed earlier this year, are:

- 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

Over the past year, the collaborative efforts of the City Council and City staff have made remarkable steps in advancing these goals. The adoption of the Housing and Economic Development Strategic Plan, the Climate Emergency Response Framework Resolution, and ongoing race equity training have put in place policies, implementation steps and skills that allow the City of Takoma Park to much better address the challenges of the coming years and the high expectations residents have of their government.

Already, the actions taken through the Housing and Economic Development Strategic Plan have allowed for funds and initiatives that have helped residents and businesses as the pandemic hit. Previously, these measures began to address the negative impacts of Purple Line construction on Takoma-Langley businesses. As the pandemic comes to an end, the skills and provisions that are in place will help Takoma Park in the recovery.

Climate change is affecting Takoma Park in many ways, including increased flooding from longer storms and widespread infestations and deaths of trees. This budget continues the public works staffing and programs to address storms, stormwater and tree protection. Raising the floor of the Takoma Park Library as part of the Library renovation project will keep the Library above the flood plain and protect this beloved institution and the services it provides to immigrants, seniors, young adults and children.

Planning work will continue to guide improvements to public spaces to emphasize bikeways, sidewalks and improved bus stops, and will provide guidelines for new

development to meet high environmental sustainability standards. New development is essential to bring the long term economic stability the City needs, while providing new housing, jobs and services.

The City's Sustainability and Planning staff have been very successful at obtaining grant funding for projects that truly improve the livability of Takoma Park and advance the goals of the Council.

This budget includes a contribution of \$110,000 to the Housing Reserve Fund and continued funding of the City's Emergency Assistance Program, Homeowner Property Tax Credit Supplement and other support funds to help our residents. The services being provided by the Housing and Community Development Department help keep residents in their homes and apartments in a safe, comfortable and affordable manner and encourage the provision of new affordable and market rate housing to meet our community's housing needs.

One way to keep housing affordable is to ensure Takoma Park's residents have employment and business ownership opportunities and support. The successful programs and partnerships that began this year in our Economic Development division will continue. The efforts are critical right now during the pandemic, and will continue to be critical through the recovery period. These efforts range from traditional one-on-one support to the use of innovative technology. The services being provided to residents and businesses in Takoma Park on a very small budget are remarkable.

Staffing

Little overall change is proposed in staffing in this FY21 Budget. One new full-time employee is proposed to be added in our Information Technology division, increasing our small IT staff from three to four. We rely on technology for all of our activities and some, such as Police communications services and our City's financial systems, are critical for government operations. Governments have become targets for ransomware and other attacks and we need sufficient staff to protect our systems and facilitate other City services. This new position is essential.

The budget shows some additional increases in part-time staffing hours, including staffing for before school care at the Takoma Park Recreation Center at the strong request of Ward 6 residents. Staffing for all activities that involve gatherings of people will be affected by the duration of the pandemic and may be adjusted during the City Council's consideration of the budget.

Revenue

The revenue sources for the General Fund are primarily property tax, interjurisdictional revenues and income tax. These three categories comprise 92% of General Fund

revenues. Fortunately for the City of Takoma Park, there is generally a lag before these revenue sources are impacted by a recession.

Property taxes, which include real property, personal property and railroad and utility taxes, comprise 53.7% of General Fund revenues. Interjurisdictional revenues comprise 25.2% and include tax duplication payments from Montgomery County, Police Aid and Highway User Revenue from the State, and Cable Franchise Fee and Operating funds. Income tax revenue makes up 13.3%. A fourth category, Charges for Services, comprises 7.8% of the General Fund revenues.

It should be noted that, of the Charges for Services, \$640,000 is from Recreation programs (2.4% of General Fund revenues). Recreation program funding is being hit immediately due to the pandemic, but it is unclear how much of the expected FY21 revenue will be impacted. Hiring of part-time staff for summer and fall programs is being delayed for the time being.

Proposed Property Tax Rate

The City's current real property tax rate is 53.97 cents per \$100 assessed valuation for taxing purposes. I am proposing to raise the rate to 55.5 cents per \$100 assessed valuation. This tax rate allows for changes the City Council may wish to make in services and to have flexibility as new information on impacts of the pandemic is received.

The City remains affected by the questionable 2019 State property assessment. That triennial assessment showed almost no increase in citywide property value over the previous assessment and maintained that a third of the City's properties had lost value, contrary to area home sales data. We know some residents did see an increase in their assessment, but on average, there was almost no increase citywide. At the same time, the cost of providing basic services, such as trash and recycling collections, repairing roads, maintaining parks and other services, did increase.

With State property assessments not keeping up with normal operating costs, the property tax rate needs to be raised to have funds to continue the same level of City services and to continue to provide assistance to lower-income residents.

One way to see this is to determine what the tax rate would be if an independent index showing the rate of inflation in market wages and employer-paid benefits is applied to the amount of property tax revenue expected to be received by the City this fiscal year. The Constant Yield Tax Rate, which is the tax rate that would generate the same amount of property tax revenue expected to be received through June 2020, is 52.91 cents. If that rate is increased by the Employment Cost Index for State and Local Government Employees (ECI), which is 2.9% this year, the tax rate would be 54.44 cents. The ECI is published by the Bureau of Labor Statistics and shows the compensation cost for state and local government workers, including health care benefits.

Again, the proposed real property tax rate is 55.5 cents to address the costs for City services and provide flexibility as we learn more information about the economic impacts of the pandemic and the likely costs of recovery efforts.

Capital Projects and Purchases

As we prepared the Proposed FY21 Budget, we evaluated which capital projects and purchases could be postponed and which are important to work on in the coming year. Work on the Atrium Fill-in/Police Department Renovation and a number of sidewalk projects were pushed into FY22. Road maintenance and repaving is not deferred, however, and is funded at the \$500,000 level because repairing roads when the work is needed saves a great deal of money in the long run.

The most important capital project to continue to pursue is the renovation of the City's Library. Continuing the design work for the renovated Library is in the economic interest of the City. The funds allocated for the Library design and construction cannot easily be used for any other project nor will cutting the funds or delaying the project save taxpayer money. The Library building is in extremely poor condition and does not meet ADA standards. As mentioned earlier, it is also in a flood plain. We need to get the design finished so that we may be able to take advantage of the reduced construction costs that so often come in a recession. The Council will receive detailed information about Library cost components at regular points so that they may determine if adjustments to the design may be needed to save money.

Whether it is roadways or buildings, preservation of a City's infrastructure and facilities is a key responsibility of a municipal government and reduces fiscal risk. During the last recession, the City of Takoma Park continued to do road maintenance and building projects even as it made significant cuts in other areas. These actions kept the City of Takoma Park in good stead for the long run. Even now, the City's roads are in better shape than those of unincorporated Montgomery County because of the work we did. Montgomery County's delays of work on its infrastructure during the last recession have required much more costly work in subsequent years and they have not yet caught up.

A Fiscally Sustainable Government

A key Council goal is a Fiscally Sustainable Government. At this time of uncertainty, I wish to reassure the residents of Takoma Park that I am committed to fiscal sustainability. This Proposed Budget takes the steps needed to remain in solid fiscal health and gives the flexibility to take steps that may be needed during and after the Covid-19 pandemic to address the current situation and position our City and its residents well in the long term.

A Wonderful, Professional City Staff

These are challenging times. I am fortunate to have remarkably skilled professional and front line staff working with me on behalf of the City of Takoma Park. Our police officers and public works staff are out in public every day to provide essential services during this pandemic. Staff are working from their homes taking calls from residents, preparing grant proposals, and finding ways to put people back to work and keep businesses afloat.

Some of these staff put together a full Proposed Budget document while transitioning to telework and doing their other work assignments during a pandemic. I cannot fully express how thankful I am to my staff for the work they did to keep the budget schedule on track. Donna Wright, our Communications Specialist, worked tirelessly to get out pandemic-related communications while also helping to oversee the production of this document.

I am particularly fortunate to have Susan Cheung as my Finance Director. Her work has led to repeated honors by the Government Finance Officers Association for the City's Comprehensive Annual Financial Report and Budget documents. Although she is staying six feet away from me, I am pleased to have her by my side.

The Budget Consideration Process

The City Council will now begin consideration of this Proposed FY21 Budget. This will be the first time that budget presentations, work sessions, public hearings and reconciliation work will be done virtually. Thank you to the staff of the offices of the City Clerk, Information Technology and City TV who have found ways to make the hearing and meeting processes work smoothly and for the public to participate effectively.

I am honored to work with a City Council that will be looking at this budget from a race equity standpoint. Despite the fiscal constraints, this Proposed Budget continues the programs and services that help renters, small business owners, immigrants, young people, and seniors. It is these services that make Takoma Park a Livable Community for All.

We will get past the pandemic, and we will begin taking the actions needed for the recovery. Through all of this, we will be acting to advance the long term economic health of the City of Takoma Park.

I look forward to working with you as you consider the Proposed FY21 Budget.

Sincerely,

Suzanne Ludlow

Suzanne Ludlow

Acknowledgements Section

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

Jessica Clarke

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 Director |
| • 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

Ron Kawaley, Budget & Accounting Manager
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, 2019

Christopher P. Morill

Executive Director

General Information

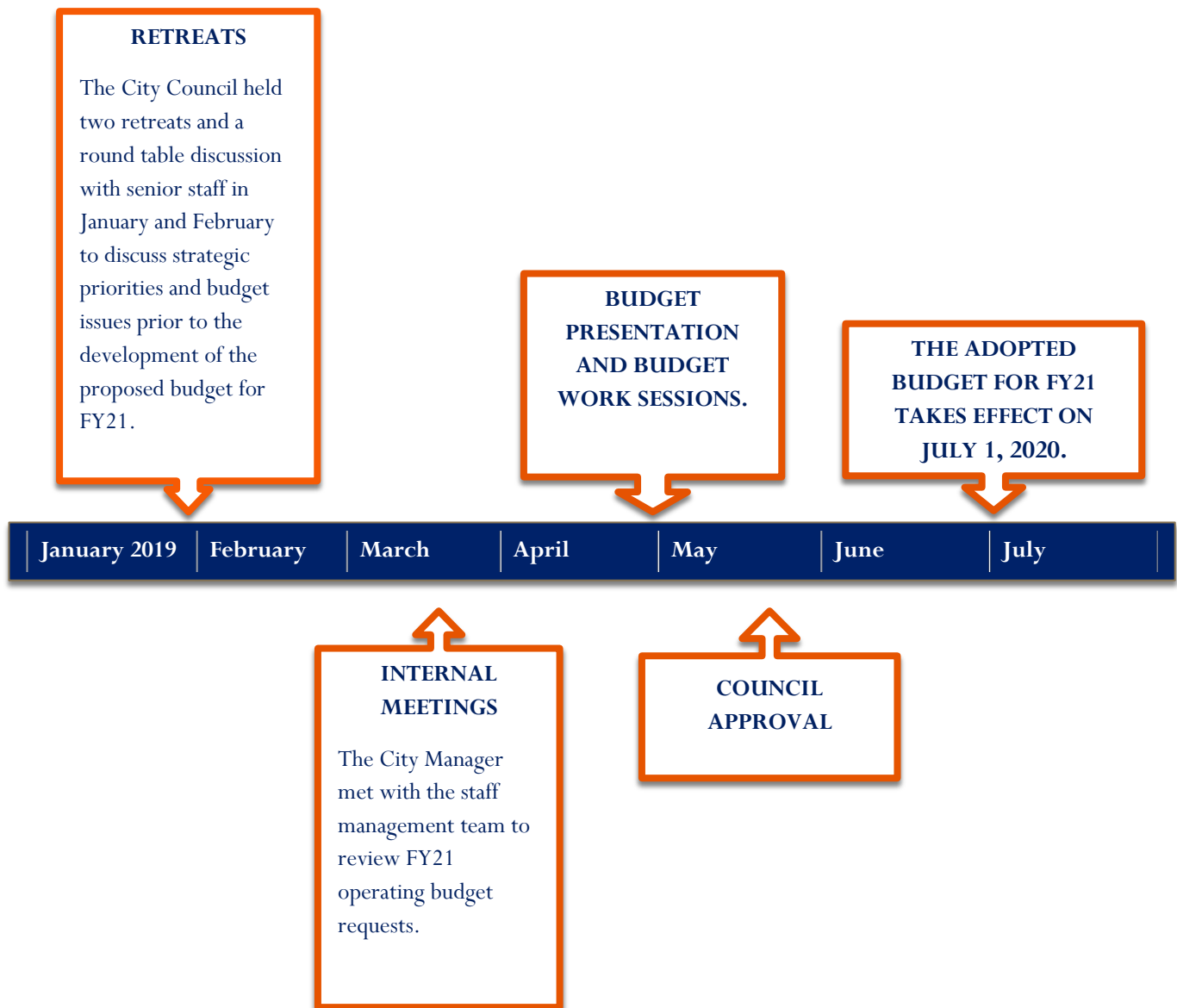
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

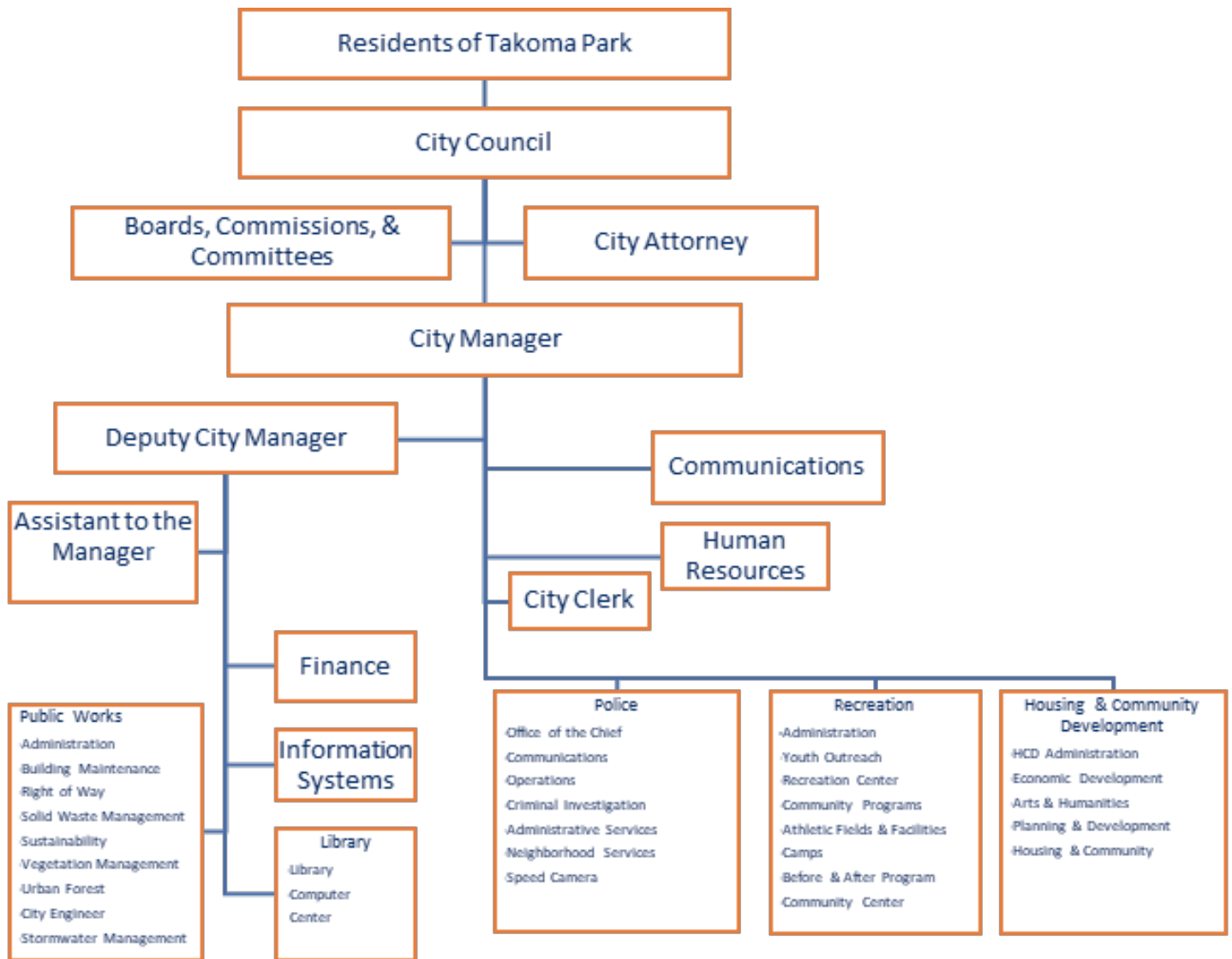
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

Budget Development Process



Organizational Chart



Reader's Guide to the Budget Book

This budget book presents the City of Takoma Park's Fiscal 2021 budget with detailed breakdowns of revenues and expenditures by Fund and by Department. The annual budget is a tool used to plan for the balancing of City resources to meet the needs of City of Takoma Park residents.

The **Introduction the Budget Document** section introduces the reader to the City of Takoma Park community, City Council priorities, City services, City organization, and the budget development process.

The **Fund Summaries** section outlines the City's financial policies and changes between the City Manager's Recommended Budget and the Adopted Budget. It then provides a global overview of the City's four major funds, the General Fund, Stormwater Management Fund, Special Revenues Fund, and the Speed Camera Fund. For each Fund, there are tables and charts showing revenue sources, expenditure types, and Fund balances. The budget tables include:

- Audited actuals (expenses paid and revenues received) from Fiscal 2017 to Fiscal 2019
- Fiscal 2020 Adjusted Budget, which means the Adopted Budget adjusted for any budget amendments made during Fiscal 2020
- Projected Fiscal 2020 actuals, based on year to date spending at the time of the proposed budget preparation
- Adopted Fiscal 2021 Budget

The Departmental sections provide General Fund budget summaries at the Department and Division levels for the **General Government, Police, Public Works, Recreation, Housing and Community Development, Communications, and Library** Departments. A divider with a table of contents separates the sections. Each Department section includes:

- Overview of the Department, its Divisions, and their functions
- Organizational Chart
- Personnel Schedule, which is a summary of full-time positions and salaries
- Departmental Budget Summary by funding source, expenditure type (personnel or operating), and Division
- Explanation of variances in the previous fiscal year budget actuals compared to adopted budget
- Fiscal 2021 Budget Highlights
- Departmental Accomplishments from the previous fiscal year
- Departmental Goals for the current fiscal year
- Division Budget Summaries

- Each Division section includes:
 - Division Purpose
 - Management Objectives
 - Performance Measures
 - Special Projects (if applicable)
 - Division Budget Summary by expenditure type
 - Explanation of variances in previous fiscal year actuals
 - Budget Highlights

The reader will notice that each budget table in the Departmental sections has five columns, listed below:

- *Actual FY19*: Audited actual spending from Fiscal 2019
- *Adjusted FY20*: Adopted Fiscal 2020 budget adjusted for all Fiscal 2020 budget amendments
- *Projected FY20*: Fiscal 2020 projected actual spending
- *Adopted FY21*: Adopted appropriations
- *Change Adj. FY20-FY21*: Difference between the Fiscal 2021 adopted budget amount and the Fiscal 2020 adjusted budget amount

The **Non-Departmental** section summarizes budget information on City services that are not directly attributable to a specific City Department, such as property insurance coverage.

The **Capital Improvement Program** section covers the costs for investments in capital assets such as infrastructure improvements, equipment replacement, and facility improvements.

The **Debt Services** section shows payments for the principal and interest on loans to the City.

The **Stormwater Management Fund, Special Revenue Funds, and Speed Camera Fund** sections provide fund summaries and highlights.

The **Appendix** section contains the budget ordinance and the budget glossary, which defines the budget terms used throughout this document.

Important Notes about the Fiscal 2021 Budget

COVID-19 Impact: The City Manager's Recommended Budget was adjusted during the budget reconciliation process to reflect a potential shutdown of certain in-person City services like summer camps through December 2020. To understand the budget impact of the COVID-19 pandemic, look for the blue boxes in each Department summary detailing budget reconciliation changes.

Reader's Guide

COVID-19 Holds: At the request of City Council, there are \$1.3 million in expenditures added to unassigned reserves in a “hold” category. That amount comprises \$320,000 in permanent positions and interns, \$30,000 for tree canopy implementation, \$500,000 in American Disability Act sidewalk modifications, and \$450,000 in road resurfacing. City Council will evaluate these holds on a quarterly basis to determine whether any spending should occur on those items in this fiscal year.

Staffing Levels: The personnel schedules show Fiscal 2021 “Original Projected Salaries,” or the estimated, annual salary if the position was filled for the entire year. However, several positions were cut for half the year. In addition, for any positions included in the \$320,000 in personnel holds, the annualized salary is reduced by the hold amount or cut amount in the “wages” line in the budget tables. These positions will be held vacant for at least half the year. In other words, while Adopted staffing levels increased by 1.98 full-time equivalents overall, the City is not fully staffed this fiscal year.

Personnel Expenditures Assumptions: The reader should note the following budget assumptions for personnel expenditures categories shown in the Department and Division budget tables:

- **Wages:** The Fiscal 2021 budget includes a 4.5% wage increase for full-time and permanent part-time staff. That represents a combined increase of 2.5% for the annual Employment Cost Index (increase to reflect changes in the wage market), 1.5% to cover step increases for employee performance, and a .5% margin for any employees getting an additional step for a “Distinguished” performance rating. *Note: Union negotiations were ongoing at the time of budget release, so the salary increase is a placeholder amount for personnel costs. The actual percentage increase and whether there will be step increases has yet to be determined.*
- **Fringe Benefits:** The fringe benefits line includes health benefits (health insurance, prescription drug coverage, dental and vision coverage), retirement and pension costs, and payroll taxes.
 - *Health Benefits:* The health benefits for active employees are budgeted in the fringe benefits line with a 2% increase for Fiscal 2021 based on initial renewal estimates from the City’s insurance broker and carriers.
 - *Retirement:* The City contributes 9% of employees’ annual pay to the Maryland State Retirement system (MSRA). The City also matches employee contributions to 457 retirement plans, up to 2% of the employee’s annual pay.
 - *Police Pension:* The Police Pension fund is a combination of employee contributions, employer contributions, and income from various investments. Bolton Investment’s actuarial recommended amount for the City’s contribution to the Police Pension Fund was 43.6% of the average sworn employee’s annual pay, budgeted under the Police Department fringe benefits. Lower investment returns

lead to a higher City contribution. The investment return was down 15.43% as of March 2020 due to market factors.

- *Federal Insurance Contributions (FICA) Payroll Tax*: FICA is a payroll deduction for Social Security and Medicare benefits, set at 7.65% of annual pay.
- **Workers' Compensation**: This cost for insurance coverage for work-related injuries or illnesses; insurance premiums are based on a combination of employee exposure and annual wages. The total amount for Fiscal 2021 for all Departments is budgeted under Non-Departmental at a 15% increase over Fiscal 2020 and estimated based on prior budget years.
- **Other Categories**: The categories displayed vary by Department, but other common categories shown in budget tables:
 - Overtime is for extra hours worked at a higher rate of pay, as defined by federal and state law, and union collective bargaining agreements. There are many categories of overtime, based on negotiated terms of each union (e.g. Police court visits, night shift differentials, holiday work).
 - Employee Recognition includes tenure awards and holiday bonuses.
 - Clothing Allowances cover uniform purchases (clothing, boots) as required by union collective bargaining agreements.
 - Contractual labor funds temporary assistance or seasonal workers.

Operating Expenditures Categories: The reader should note the following about the operating categories shown in the Department and Division budget tables:

- "Office expenditures" include items such as meeting expenses, recycling supplies, non-cash recognitions, investment expenses, general contingency contributions, and bad debt expenses.
- "Supplies" refers to office supplies such as notepads, pencils, and coffee.
- "Computer expenditures" is for laptops, monitors, and other computer-related purchases.
- "Services and charges" include contracted services, licensing fees, small equipment, and internal services.
- The "Communications" line covers desk phones and cell phones.
- "Conferences, training, and dues" includes training costs, travel expenses for conferences, conference fees, and association dues.
- "Special Events and Programs" covers a variety of public programming and special projects.

What's New in the Budget Book This Year?

- This Reader's Guide to the Budget Book and the personnel diversity report are new additions to the Introduction to the Budget Document section.
- The Fund Summaries section now includes ten-year revenue actuals charted and graphed for each revenue source and a new pie chart on types of personnel expenditures Citywide.
- Each Department has an organizational chart and expanded personnel schedules showing full-time salaries listed by pay grade and position. The pay grade table is also included in the Appendix section, with position titles and pay steps.
- The Police Department also has a new pie chart showing personnel cost percentages.
- Change columns have been added to each budget table to show change amounts from the prior year budget.
- The Non-Departmental section includes new descriptions of special programs, including the new COVID-19 Fund special projects.

Budget at a Glance

- Total revenues (all funds) of \$29,173,651.
- Total expenditures (all funds) of \$34,245,986.
- Total General Fund revenues of \$25,994,205.
- Total General Fund expenditures of \$31,256,716.
- Assessable real property base (net) projected to increase by approximately \$49 million or 2.0 percent from FY20.
- Real property tax rate remains the same as last year at \$0.5397 per \$100 of assessed valuation. Real property tax revenues increase by \$420,054 compared to FY20 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County increases by \$199,593, compared to FY20, to \$3,713,236.
- Staffing levels increase by 1.98 full-time equivalents. The net increase reflects two half-time positions – Housing Administrative Assistant and Information Technology Support Staff – increasing to fulltime, and adjustments to part-time hours in the Police, Public Works, Recreation and Communications Department. However, there are several positions that will be held vacant for at least half the year at City Council’s discretion.
- Anticipated General Fund expenditures of \$313,000 for streets and sidewalks. General Fund expenditures include city bike paths improvements (\$25,000), bus shelter improvements (\$85,000) and new sidewalk design and traffic calming (\$100,000). The FY21 cost of Library design and renovation is expected to be \$3.6 million and is funded by a \$7 million Library Bond.
- Continued financial support for emergency assistance services including COVID-19 (\$440,000) to supplement donations from the public. (See details in the Non-Departmental section).
- Contribution of \$600,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including four police cars (\$232,000), a pick-up truck (\$41,500), mobile computers (\$50,000), field radio equipment (\$35,000) and license plate readers (\$26,800).
- No fund contribution will be made to the Facility Maintenance Reserve. Funds from the Facility Maintenance Reserve will be used to replace lobby door (\$11,000) of the Community Center.

Budget at a Glance

- Financial support for Community Grant programs totaling \$185,000. Funds from the program will be used to provide support for Small Business (\$20,000), Emergency Assistance (\$40,000), Community (STEAM) Grants (\$80,000), Mini Grant (\$20,000) and Emergency Tree Removal (\$25,000).
- Continued funding (\$160,000) for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Anticipated expenditures related to Council priorities such as Housing Reserve Fund (\$210,000), and Community Partnership Program (\$125,000).
- Expenditures of \$250,000 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, in Grant and Holly Avenue (\$30,000), Sligo Mill dead end erosion control (\$70,000) and construction of Takoma Branch Stream Restoration phase two (\$150,000).
- Funding in the amount of \$1,333,330 in Special Revenue Funds for special projects, including \$740,330 for the Flower Avenue Green Street Project, \$152,000 funding for the New Hampshire Avenue Bikeway, \$91,000 for CDBG Houston Court.
- Anticipated expenditure of \$51,000 from Speed Camera Fund revenues. Expenditures include purchase of camera trailer (\$33,000), and bike patrol unit equipment (\$18,000).

Personnel Schedule

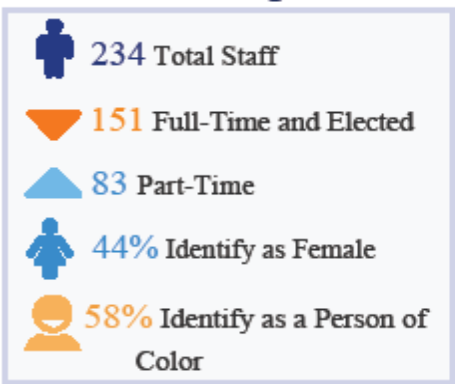
Staffing Summary* by Department or Fund	Actual FY17	Actual FY18	Actual FY19	Adopted FY20	Adopted FY21	Change FY20 - FY21
General Government	17.25	16.75	17.75	17.75	18.25	0.50
Police	62.64	62.95	63.95	64.45	64.67	0.22
Public Works	35.85	36.10	36.10	36.10	36.50	0.40
Recreation	19.87	19.34	20.53	20.53	20.96	0.43
Housing and Community Development	8.51	8.38	9.50	10.13	10.63	0.50
Communications	5.75	5.75	5.75	5.50	5.83	0.33
Library	11.13	11.13	11.13	11.13	11.13	-
Stormwater Management	1.15	1.15	1.15	1.15	0.75	(0.4)
Special Revenue	-	-	-	-	-	-
Speed Camera	3.00	3.00	3.00	3.00	3.00	-
Total Full-Time Equivalents	165.15	164.55	168.86	169.74	171.72	1.98

*This is a count of available, funded positions, not filled positions. Several positions will be held vacant for a whole or half year.

Personnel Diversity

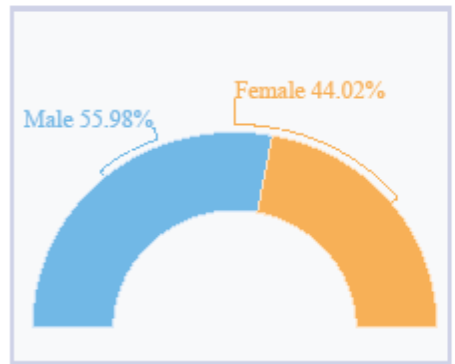
How Diverse is the City of Takoma Park Staff?

Facts & Figures

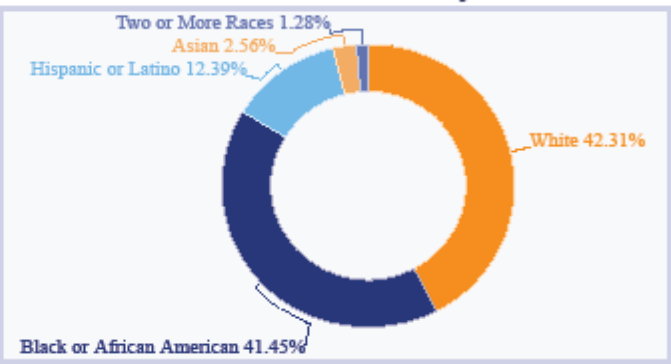


The City of Takoma Park began a Racial Equity Initiative in 2017 to systematically and deliberately apply a racial equity lens to our decision-making. As part of our efforts, we analyzed the diversity within our own city staff. This revealed that the majority of our staff identify as people of color. We found that the majority of employees of color work in the Recreation, Police, and Public Works departments. The majority of female employees work in the Recreation, Police, and Library departments.

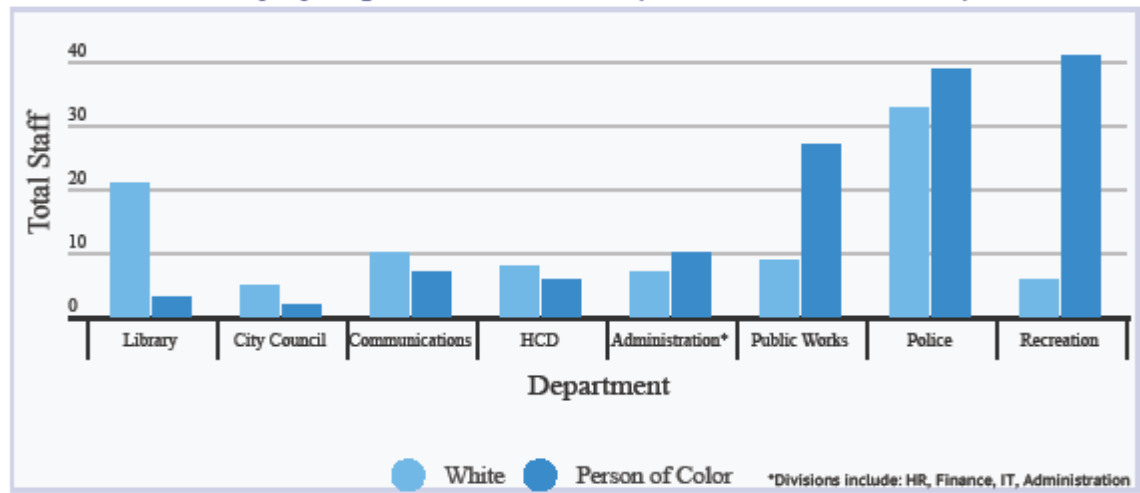
Sex



Race and Ethnicity



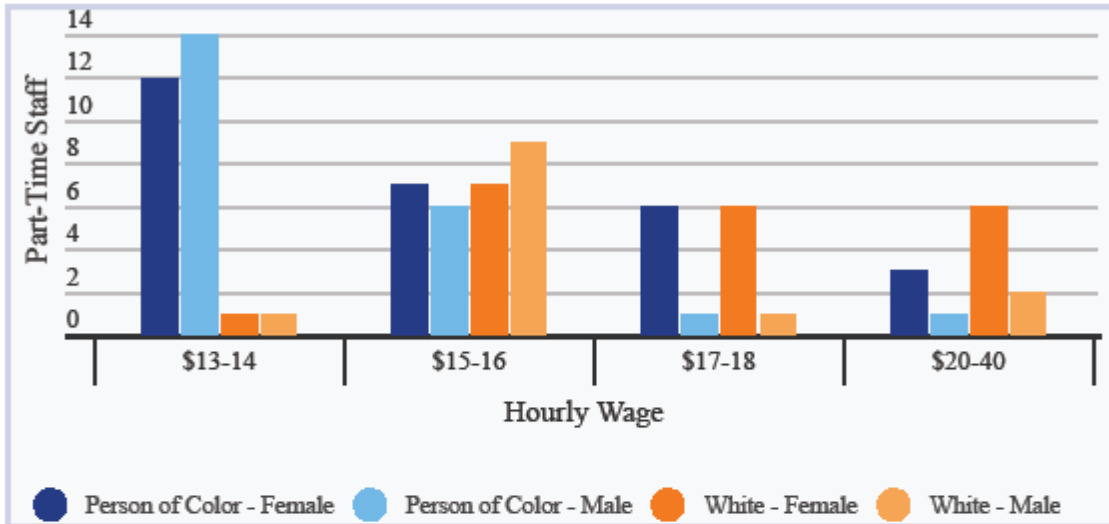
Diversity by Department: All Staff (Full Time & Part-Time)



How Diverse is the City of Takoma Park Staff?

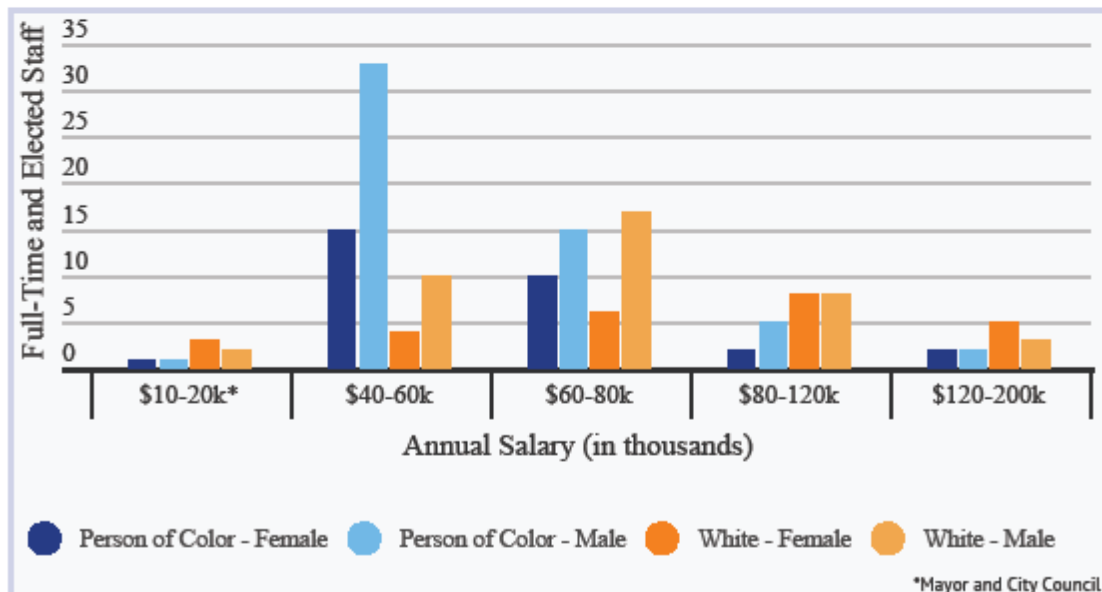
The majority of part-time staff working for the City of Takoma Park make between \$10-20 an hour. Of the 83 part-time staff, 50 identify as a person of color and 48 identify as female.

Part-Time Staff Salary Breakdown by Race and Sex



The majority of full-time staff working for the City of Takoma Park make between \$40,000-80,000 annually. Of the 151 full-time and elected staff, 86 identify as a person of color and 55 identify as female.

Full-Time and Elected Staff Salary Breakdown by Race and Sex



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Community Center

Fund Summaries

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Financial Structure Overview

The FY21 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

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

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

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

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

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

Balanced Budget Requirements

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

Investment Policy

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

Capital Asset Policy

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

Annual Audit

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

Capital Improvement Program (CIP)

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

Debt Policy

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

Fund Balance

The stated goal of the Fund Balance Policy 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.

Accounting Guidelines

Budget Amendment Process

Once the budget is adopted, it can only be changed through the budget amendment process. This is sometimes necessary to reflect changes that occur throughout the fiscal year. This may include transfers of unencumbered balances and adjustments due to unexpected changes in revenue and expenditure. The requesting department will submit a change request as well as the support for review and approval. Budgeted amendments are effected through two reading ordinances adopted by the City Council.



Overview of Reserve Funds

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

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

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)

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

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

Housing Reserve

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

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, 2020

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed Camera Fund	Total
FY 2021 Revenues	25,994,205	598,300	1,541,146	1,040,000	29,173,651
FY 2021 Expenditures	31,256,716	713,696	1,460,246	815,328	34,245,986
Excess (deficiency) of revenues over expenditure	(5,262,511)	(115,396)	80,900	224,672	(5,072,335)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	(5,262,511)	(115,396)	80,900	224,672	(5,072,335)
Fund Balance					
Beginning of year	16,923,191	166,067	3,400,962	559,290	21,049,510
End of year	11,660,680	50,671	3,481,862	783,962	15,977,175

Changes from the Proposed to the Adopted FY21 Budget General Fund

Budget Reconciliation Process

Each fiscal year, after the City Manager presents the Proposed Budget in April, the Mayor and City Council host a Budget Reconciliation Work Session to make adjustments to the proposed budget before adoption. The tables below reflect the increases and decreases agreed upon during Budget Reconciliation to balance the budget according to Council priorities.





This year, the Mayor and City Council cut \$1.3 million in General Fund expenditures from the proposed budget and used \$440,000 of those cuts to create a new COVID-19 Fund. The fund reflects City Council's priority of providing direct financial assistance and support for City residents and small businesses impacted by the COVID-19 pandemic.

The Mayor and City Council also put \$1.3 million of proposed expenditures on hold; these "held" funds were added to the unassigned reserve to create extra cushion in the face of economic uncertainty. City Council will review the City's fiscal condition on a quarterly basis to determine whether or not to use the held funds to fill in any funding gaps that may come up throughout the year.



A large portion of the \$2.6 million in cuts and holds – \$885,000 – were achieved by cutting staff or holding staff positions vacant. These are marked with a staff icon (👤) in the table below, and detailed in the COVID-19 Budget Impact blue boxes located throughout the Budget Book in each Department summary.



BUDGET RECONCILIATION TABLE	
Proposed Revenue Total - City Manager's Proposed Budget	26,974,294
Decrease: Real Property Tax Rate 0.5397	(384,089)
Decrease: Recreation Department revenue Loss (July-Dec)	(306,500)
Decrease: \$69,000 in Admission and Amusement revenue (half)	(69,000)
Decrease: \$59,000 in Hotel/Motel tax revenue (half)	(59,000)
Decrease: \$61,500 in parking revenue (half)	(61,500)
Decrease: \$50,000 in Highway User Revenue (10%)	(50,000)
Decrease: \$50,000 in other miscellaneous revenue (half)	(50,000)
Adopted Revenue Total	25,994,205
Change in Revenue	(980,089)

Changes from the Proposed to the Adopted FY21 Budget General Fund

Proposed Expenditure Total - City Manager's Proposed Budget	33,440,607
General Government	
Decrease: Cut to Council Compensation wages	(75,995)
Decrease: Cut to Council Compensation fringe	(38,585)
Decrease: Council conferences	(11,000)
Decrease: Residents' Survey	(80,000)
Decrease: Performance Software	(27,000)
Police	
Decrease: Reduction in police overtime due to COVID-19 (including festivals)	(60,000)
Decrease: Cut to Police Retirement amount	(47,481)
Public Works	
Decrease: Sustainability Outreach/Events	(30,000)
Recreation	
Decrease: Recreation Department expenses July-Dec (\$115K in personnel) 	(206,850)
Decrease: Reduction in Recreation & Public Works overtime due to festival cancellations	(4,080)
Decrease: Council partnerships - Play Days	(10,000)
Personnel Costs (All Departments) & Non-Departmental	
Increase: *New* COVID-19 Fund: Support to Residents	440,000
Decrease: Personnel savings, cuts to permanent vacancies - COVID-19 Fund Offset 	(270,000)
Decrease: Personnel savings, cuts to interns - COVID-19 Fund Offset 	(130,000)
Decrease: Additional reduction in personnel - COVID-19 Fund Offset 	(50,000)
Decrease: Reduction in staff conferences/training due to COVID-19	(51,000)
Decrease: Independence Day Celebration cancellation	(30,000)
Decrease: Folk Festival	(28,000)
Decrease: Stormwater offset	(50,000)
Decrease: Reduce Contingency Account	(4,900)
Capital Improvement Program	
Decrease: Commemorative signs	(4,000)
Decrease: Public Art	(25,000)
Decrease: Street maintenance	(50,000)
Decrease: Cut to land management	(15,000)
Decrease: Reduce Neighborhood Commercial Development	(25,000)
Total Expenditures Reduction	(883,891)

Changes from the Proposed to the Adopted FY21 Budget General Fund

Expenditures on Hold	
Personnel & Conferences All Departments	
Decrease: Hold on Vacant Permanent Positions 	(270,000)
Decrease: Hold on Interns 	(50,000)
Non-Departmental	
Decrease: Hold Tree Canopy Implementation Plan	(30,000)
Capital Improvement Program	
Decrease: Hold ADA Sidewalk funds	(500,000)
Decrease: Hold road resurfacing	(450,000)
Total Expenditures on Hold	(1,300,000)
Adopted Expenditure Total	31,256,716

Proposed Unassigned Fund Balance - City Manager's Proposed Budget	1,848,058
Decrease: Reduce Reserve Savings (Difference between Rev & Exp Above)	(96,198)
Increase: Reduced Contribution to Housing Reserve	100,000
Increase: Hold on Vacant Permanent Positions 	270,000
Increase: Hold on Interns 	50,000
Increase: Hold on ADA Sidewalk funds	500,000
Increase: Hold Road resurfacing	450,000
Increase: Hold Tree Canopy Implementation Plan	30,000
Adopted Unassigned Fund Balance	3,151,860

Changes from the Proposed to the Adopted FY21 Budget Stormwater Management Fund

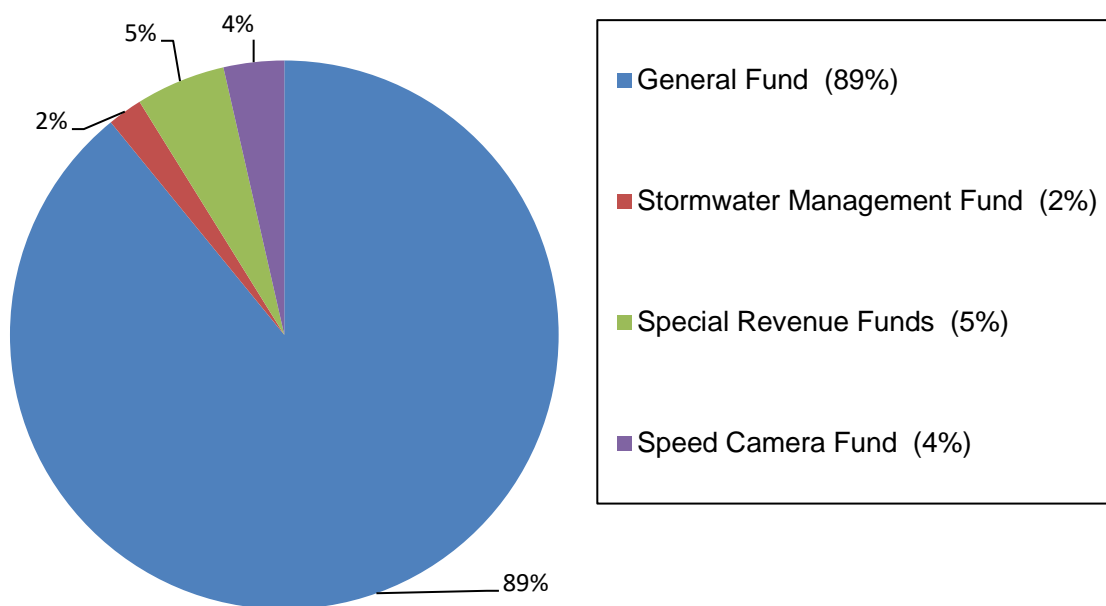
Proposed Revenue Total - City Manager's Proposed Budget	709,300
Decrease: Revenue reduction due to non-residential stormwater fee restructuring	(111,000)
Adopted Revenue Total	598,300

Changes from the Proposed to the Adopted FY21 Budget Speed Camera Fund

Proposed Expenditure Total - City Manager's Proposed Budget	817,847
Decrease: Reduction of Police Pension Contributions Over Actuarial Amounts	(2,519)
Adopted Expenditure Total	815,328

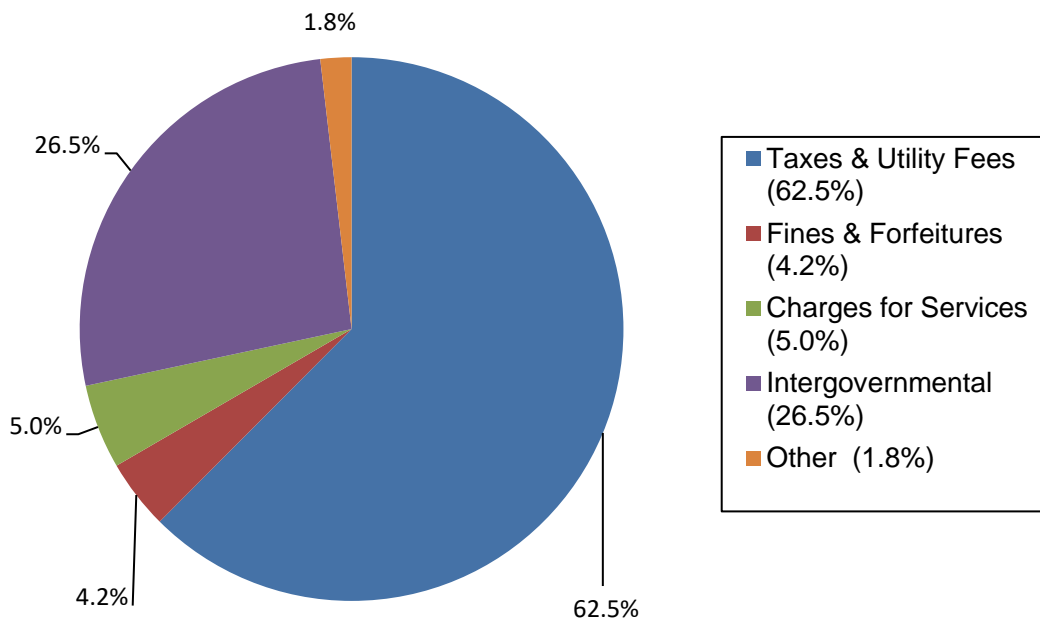
Budget Combined Revenues by Fund

TOTAL	\$29,173,651
General Fund (89%)	\$25,994,205
Stormwater Management Fund (2%)	\$598,300
Special Revenue Funds (5%)	\$1,541,146
Speed Camera Fund (4%)	\$1,040,000



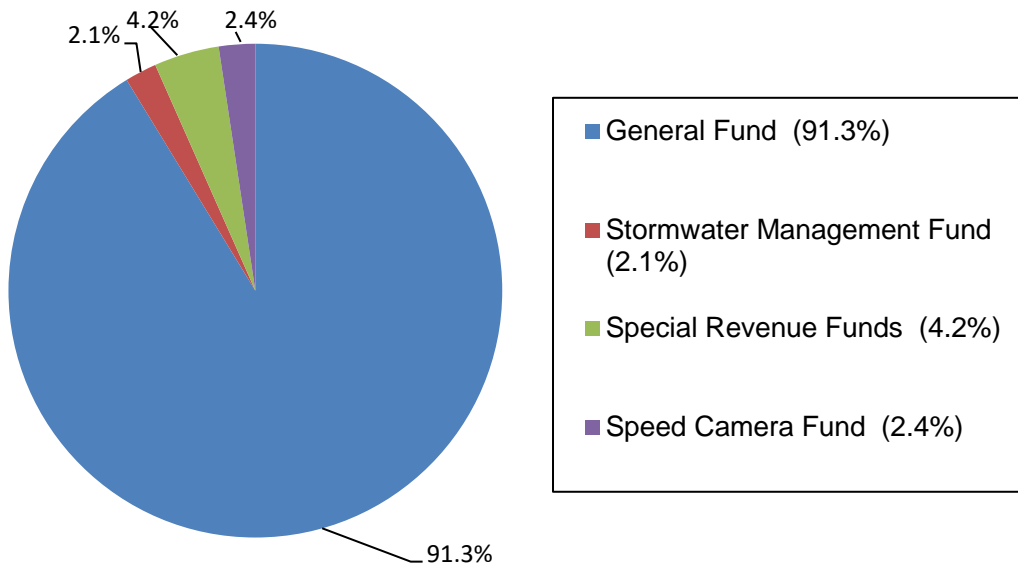
Budget Combined Revenues by Type

TOTAL	\$29,173,651
Taxes & Utility Fees (62.5%)	\$18,225,744
Fines & Forfeitures (4.2%)	\$1,210,000
Charges for Services (5.0%)	\$1,467,410
Intergovernmental (26.5%)	\$7,733,018
Other (1.8%)	\$537,479



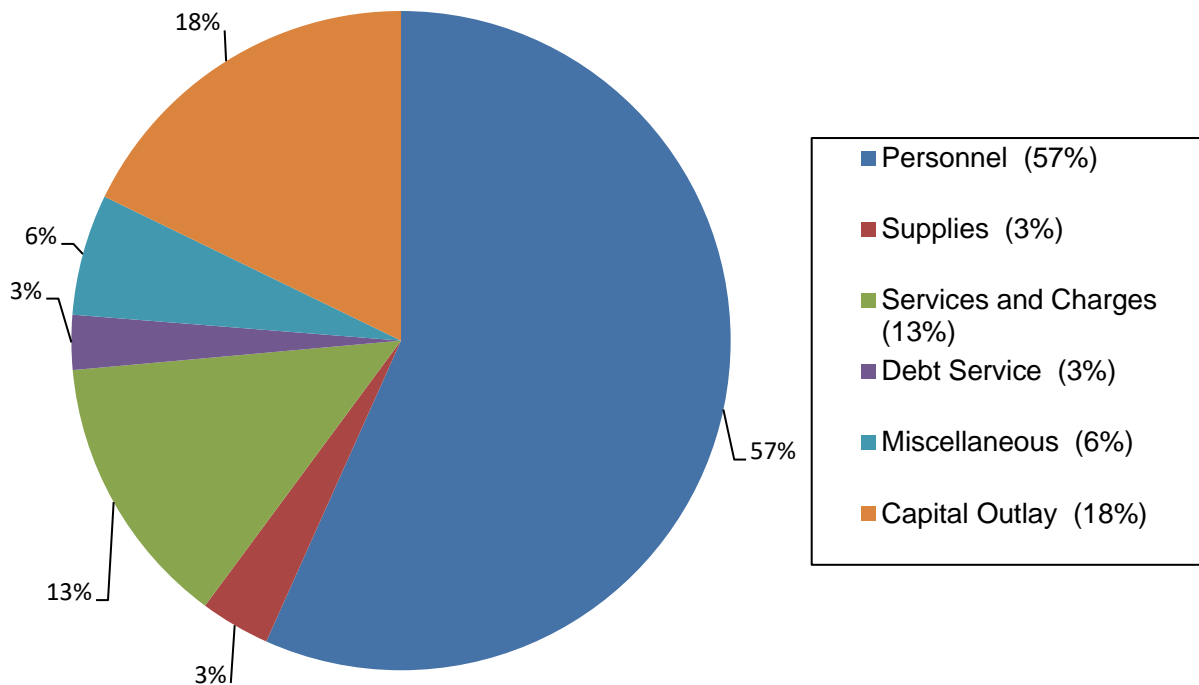
Budget Combined Expenditures by Fund

TOTAL	\$34,245,986
General Fund (91.3%)	\$31,256,716
Stormwater Management Fund (2.1%)	\$713,696
Special Revenue Funds (4.2%)	\$1,460,246
Speed Camera Fund (2.4%)	\$815,328



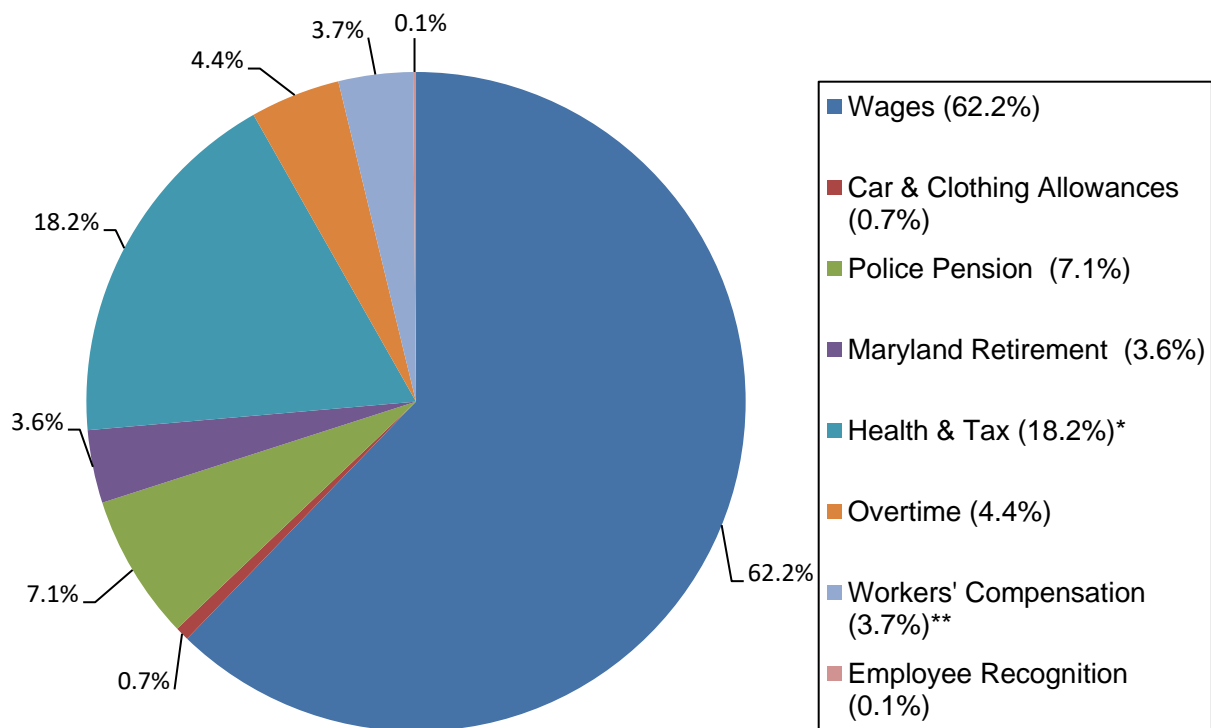
Budget Combined Expenditures by Type

Total	\$34,245,986
Personnel (57%)	\$19,418,458
Supplies (3%)	\$1,174,748
Services and Charges (13%)	\$4,603,209
Debt Service (3%)	\$918,054
Miscellaneous (6%)	\$2,034,086
Capital Outlay (18%)	\$6,097,431



Budget Combined Personnel Expenditures by Type

Personnel Subtotal	\$19,418,458
Wages (62.2%)	\$12,082,498
Car and Clothing Allowances (0.7%)	\$132,050
Police Pension (7.1%)	\$1,385,917
Maryland Retirement (3.6%)	\$695,059
Health & Tax (18.2%)*	\$3,529,326
Overtime (4.4%)	\$857,609
Workers' Compensation (3.7%)**	\$708,000
Employee Recognition (0.1%)	\$28,000



*Employee health benefits provided by the City & payroll taxes.

**Employee insurance coverage for work-related injuries or illnesses.

General Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
REVENUES						
Taxes and utility fees	16,357,517	16,511,119	17,485,510	17,431,616	17,716,602	18,225,744
Licenses and permits	69,718	107,513	84,908	68,804	79,604	83,604
Fines and forfeitures	372,451	253,980	195,802	220,000	220,000	210,000
Use of money and property	24,935	126,545	330,940	242,400	342,400	283,900
Charges for service	1,197,123	1,188,260	1,228,834	1,177,733	1,120,126	873,410
Intergovernmental	6,084,854	6,071,029	6,213,141	6,177,386	6,090,134	6,237,872
Miscellaneous	106,844	111,121	194,199	78,050	92,627	79,675
Total Revenues	24,213,442	24,369,567	25,733,334	25,395,989	25,661,493	25,994,205
EXPENDITURES						
General Government	2,873,202	2,905,388	3,056,001	3,204,472	3,159,784	3,505,816
Police	7,552,140	7,685,288	7,917,412	8,501,188	8,723,710	8,865,809
Public Works	4,580,093	4,738,309	5,073,497	5,071,739	5,104,939	5,396,347
Recreation	1,723,755	1,748,827	1,907,344	1,932,702	1,922,634	1,799,192
Housing and Community Development	1,257,609	1,329,781	1,454,808	1,847,428	1,884,112	1,831,844
Communications	489,911	512,517	507,869	537,537	534,676	637,308
Library	1,217,410	1,270,738	1,319,114	1,329,145	1,341,085	1,432,374
Non-Departmental	1,168,117	1,220,628	1,400,240	1,894,877	1,538,095	2,222,971
Capital Outlay	2,065,455	2,070,491	3,463,316	4,949,738	4,355,096	4,647,001
Debt Service	359,898	982,447	919,868	917,728	916,428	918,054
Total Expenditures	23,287,590	24,464,414	27,019,468	30,186,555	29,480,560	31,256,716
Excess (deficiency) of revenues over expenditure	925,852	(94,847)	(1,286,134)	(4,790,566)	(3,819,067)	(5,262,511)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	9,125,459	-	-	-	-
Operating transfers in (out)	(80,035)	(58,180)	(41,718)	-	-	-
Total Other Financing Sources (Uses)	(80,035)	9,067,279	(41,718)	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	845,817	8,972,432	(1,327,852)	(4,790,566)	(3,819,067)	(5,262,511)
FUND BALANCE						
Beginning of year	12,251,861	13,097,678	22,070,110	20,742,258	20,742,258	16,923,191
End of year	13,097,678	22,070,110	20,742,258	15,951,692	16,923,191	11,660,680

General Fund Fund Balance Projection Detail

	As Of			As Of			As Of
	<u>30-Jun-19</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-20</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-21</u>
Emergency Reserve	509,536			509,536			509,536
Equipment Replacement Reserve	3,927,428	650,000	790,716	3,786,712	600,000	624,001	3,762,711
WSSC Contribution for Future Street Work	97,497			97,497			97,497
Facility Maintenance Reserve	611,910		97,014	514,896		11,000	503,896
NonSpendable-Prepaid, Deposits, Inventory	3,137	12,308	11,616	3,829	12,000	11,000	4,829
Housing Reserve	878,294	210,000	30,000	1,058,294	10,000	210,000	858,294
Bond Reserve (Restricted)	7,776,707		1,404,650	6,372,057		3,600,000	2,772,057
Total Reserved/NonSpendable Fund Balance	13,804,509	872,308	2,333,996	12,342,821	622,000	4,456,001	8,508,820
Total Unassigned Fund Balance	6,937,749		2,357,379	4,580,370		1,428,510	3,151,860
Total Fund Balance	20,742,258			16,923,191			11,660,680

General Fund Revenues

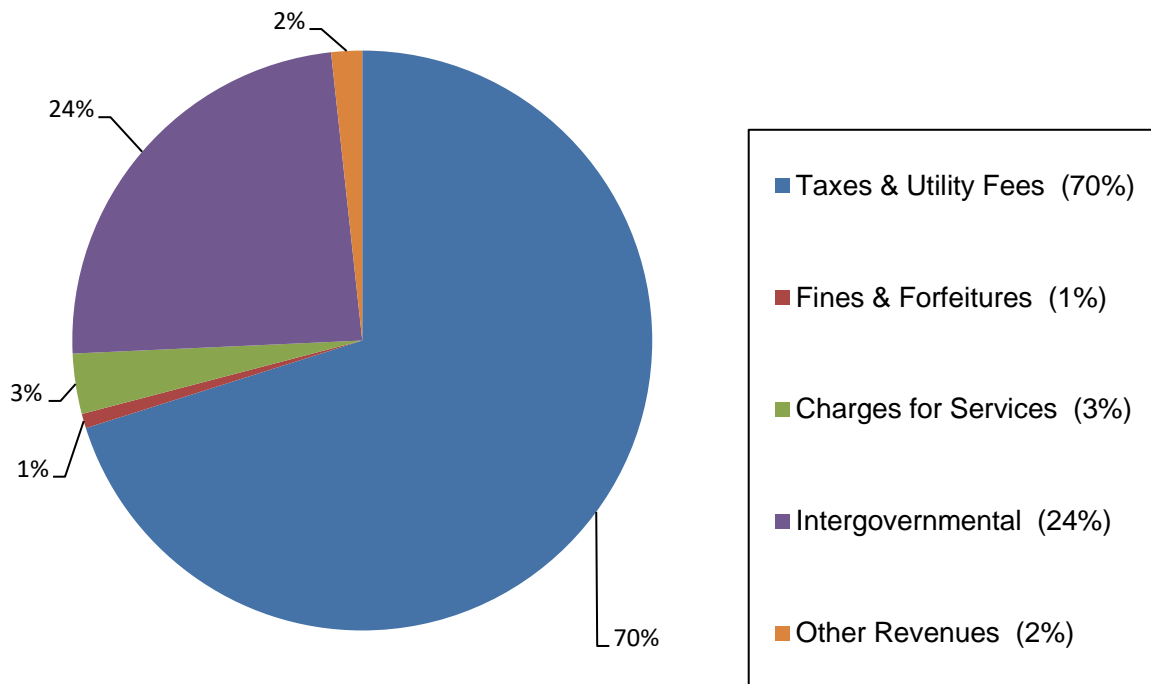
REVENUES BY SOURCE	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
Taxes and Utility Fees						
Real Property Tax	11,998,604	12,094,212	12,621,745	13,128,511	13,150,000	13,548,565
Personal Property Tax	410,678	404,640	445,678	100,000	300,000	300,000
Rail Road and Public Utilities	221,706	230,185	242,116	242,134	242,000	242,000
Penalties and Interest	122,844	37,561	46,162	30,000	46,000	46,000
Admission and Amusement	136,238	127,029	138,280	95,500	103,500	69,300
Additions and Abatements	(49,620)	(46,782)	(15,833)	(48,000)	(18,500)	(18,500)
Highway User	345,873	360,336	395,435	495,471	493,602	453,379
Income Tax	3,171,194	3,303,938	3,611,927	3,388,000	3,400,000	3,585,000
Total--Taxes and Utility Fees	16,357,517	16,511,119	17,485,510	17,431,616	17,716,602	18,225,744
Licenses and Permits	69,718	107,513	84,908	68,804	79,604	83,604
Fines and Forfeitures	372,451	253,980	195,802	220,000	220,000	210,000
Use of Money and Property	24,935	126,545	330,940	242,400	342,400	283,900
Charges for Services						
Inspection Fees	325,162	325,942	314,765	306,674	321,000	321,000
Public Parking Facilities	101,616	107,907	103,160	169,750	90,750	61,500
Waste Collection & Disposal Charges	61,827	64,592	62,643	65,000	47,000	48,000
Recreation Programs and Services	558,363	565,872	615,539	521,165	540,573	333,610
Library Fines and Fees	23,869	16,457	15,781	17,000	11,000	15,000
Passport Services	80,670	59,860	64,855	46,000	60,000	50,000
EV Charger	-	4,797	9,505	10,000	9,000	4,000
Telephone Commissions	26	18	7	20	-	-
Special Trash Pickup	9,425	10,467	12,005	9,500	10,000	10,000
Recyclable Sales	532	184	342	200	292	300
Mulch Sales	20,566	21,827	22,416	22,000	22,000	22,000
Advertising--Bus Shelters	9,347	4,617	1,992	4,600	2,600	2,100
Farmer's Market	5,720	5,720	5,824	5,824	5,911	5,900
Total--Charges for Services	1,197,123	1,188,260	1,228,834	1,177,733	1,120,126	873,410

General Fund Revenues - Continued

REVENUES BY SOURCE	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
Intergovernmental Revenues						
Police Protection (State)	451,694	457,251	453,058	442,995	445,000	445,000
State & County Projects	46,059	10,595	93,540	86,491	-	-
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	166,169	168,704	186,058	188,329	188,329	185,973
Police Rebate	945,118	1,013,685	1,104,672	1,126,765	1,126,000	1,126,000
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,714,740
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	87,650	85,020	85,020	85,020	85,020	85,020
Hotel Motel Tax	133,500	121,430	117,251	90,500	88,500	59,000
Cable Franchise Fees	258,639	244,920	231,298	221,000	221,000	214,000
Cable--Operating	476,739	450,138	422,957	417,000	417,000	404,000
Total--Intergovernmental Revenues	6,084,854	6,071,029	6,213,141	6,177,386	6,090,135	6,237,872
Miscellaneous						
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	1,200	-	-	-	-	-
Other Miscellaneous	30,666	17,002	23,441	27,875	23,000	23,000
Insurance Claims	(1,027)	20,787	7,918	2,500	15,952	3,000
Administrative Fees--Parking	5,663	3,625	2,305	4,000	2,000	2,000
Federal Grant	-	3,200	7,907	5,675	5,675	5,675
Sale of City Property	30,082	40,400	21,439	12,000	20,000	20,000
Donations	15,260	1,107	106,187	1,000	1,000	1,000
Total--Miscellaneous	106,844	111,121	194,198	78,050	92,627	79,675
Total General Fund Revenues	24,213,442	24,369,567	25,733,334	25,395,989	25,661,493	25,994,205

General Fund Revenues by Type

TOTAL	\$25,994,205
Taxes & Utility Fees (70%)	\$18,225,744
Fines & Forfeitures (1%)	\$210,000
Charges for Services (3%)	\$873,410
Intergovernmental (24%)	\$6,237,872
Other Revenues (2%)	\$447,179



General Fund Revenue - Supplemental Information

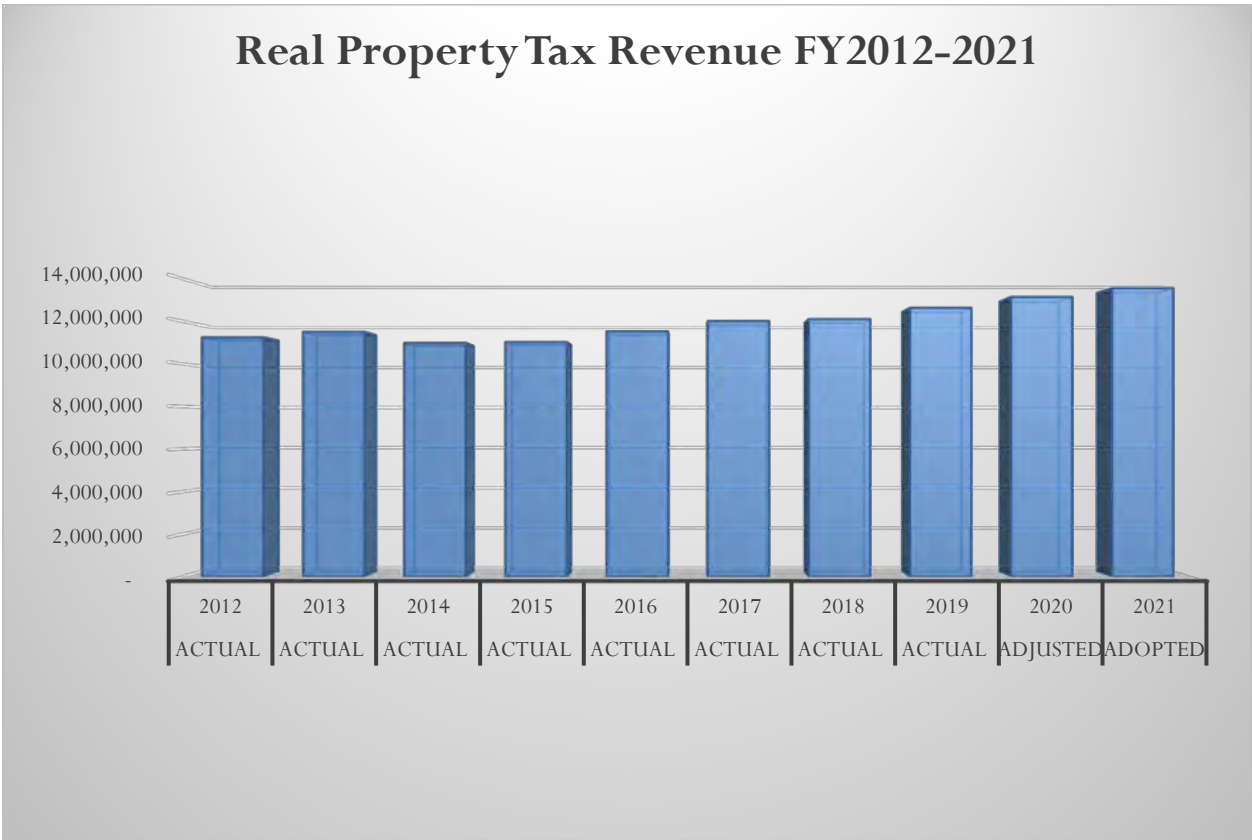
Real Property Tax

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

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The City Council sets the tax rate. The tax rate for FY21 is \$0.5397 per \$100 of assessed valuation.

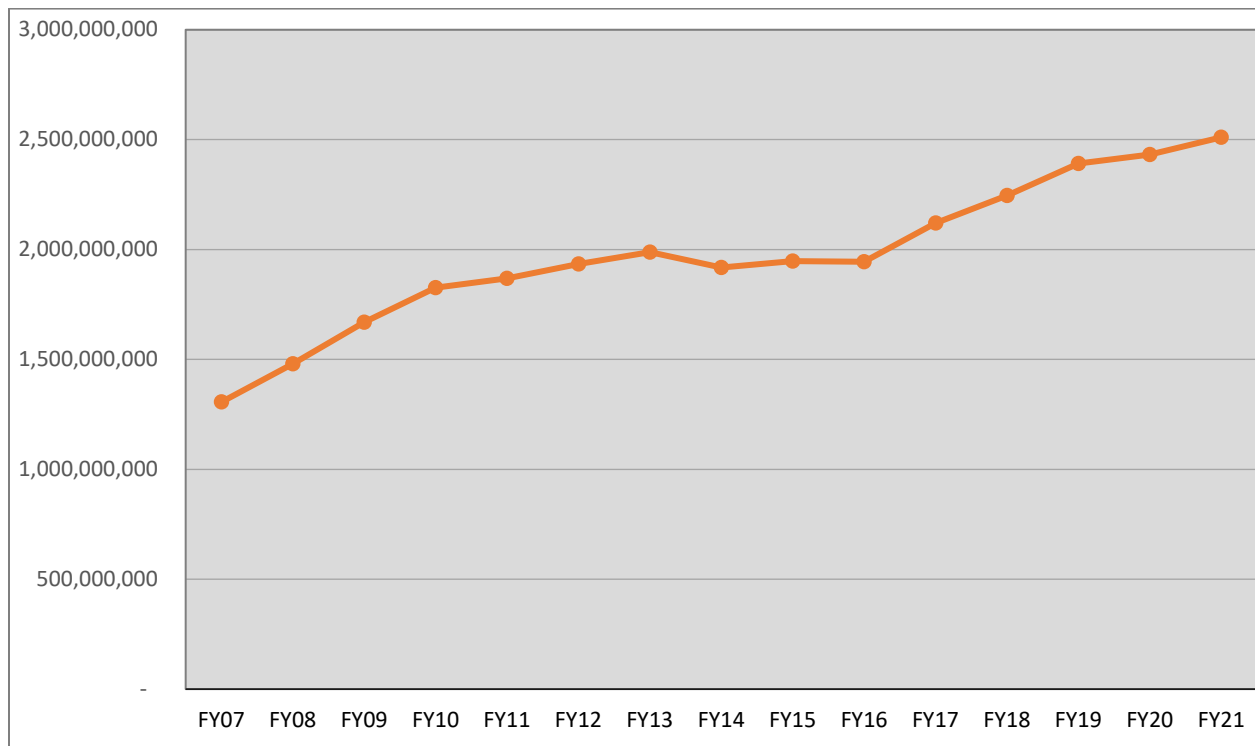
Real Property Tax Ten Year Revenue Bar Graph										
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Real Property (\$)	11,237,329	11,496,733	10,974,639	11,016,039	11,516,876	11,998,604	12,094,212	12,621,745	13,128,511	13,548,565

General Fund Revenue - Supplemental Information



Assessed Value of Real Property

The chart below tracks the total value of real estate property that the city levies real property tax on from FY07 to FY21.



General Fund Revenue - Supplemental Information

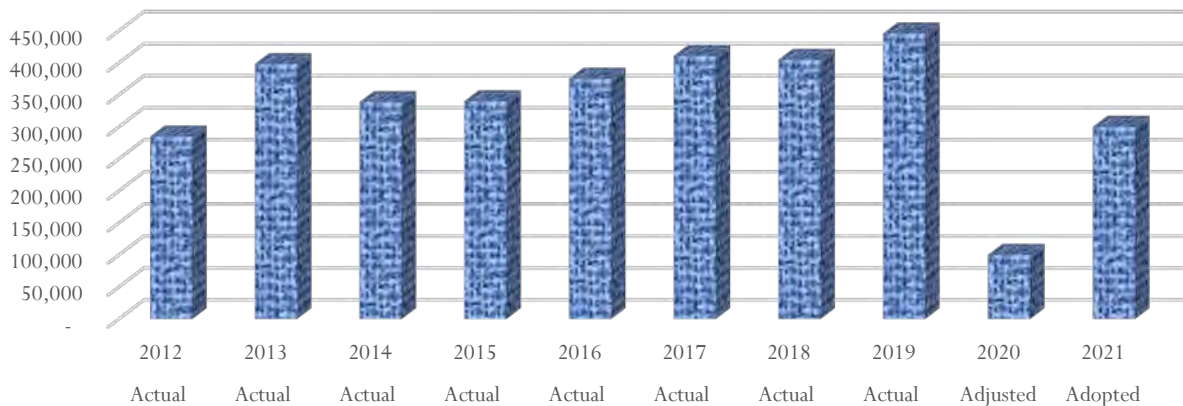
Personal Property Tax

The City of Takoma Park's personal property tax rate for FY20 is \$1.55 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses. The City Council sets the tax rate.

Personal Prop Tax Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Personal Property (\$)	284,730	398,034	338,582	339,906	375,018	410,678	404,640	445,678	100,000	300,000

Personal Property Tax Revenue FY2012-2021



General Fund Revenue - Supplemental Information

Railroad and Public Utilities

Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO. The tax rate for FY21 is \$1.57 per \$100 of assessed value. The City Council sets the tax rate.

Rail Road & Public Utility Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rail Road and Public Utilities (\$)	162,088	172,326	179,065	205,203	220,552	221,706	230,185	242,116	242,134	242,000

Railroad and Public Utilities Revenue FY2012-2021



General Fund Revenue - Supplemental Information

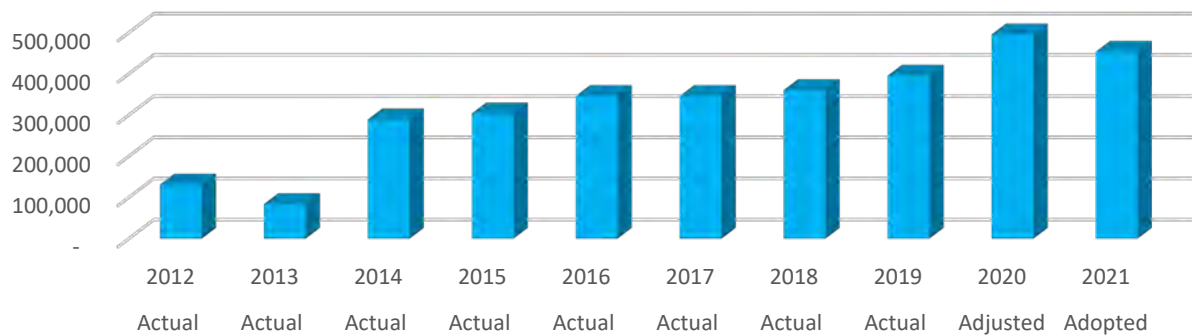
Highway User Revenue

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

Highway User Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Highway User (\$)	131,098	83,667	289,165	303,608	346,015	345,873	360,336	395,435	495,471	453,379

Highway User Revenue FY2012-2021



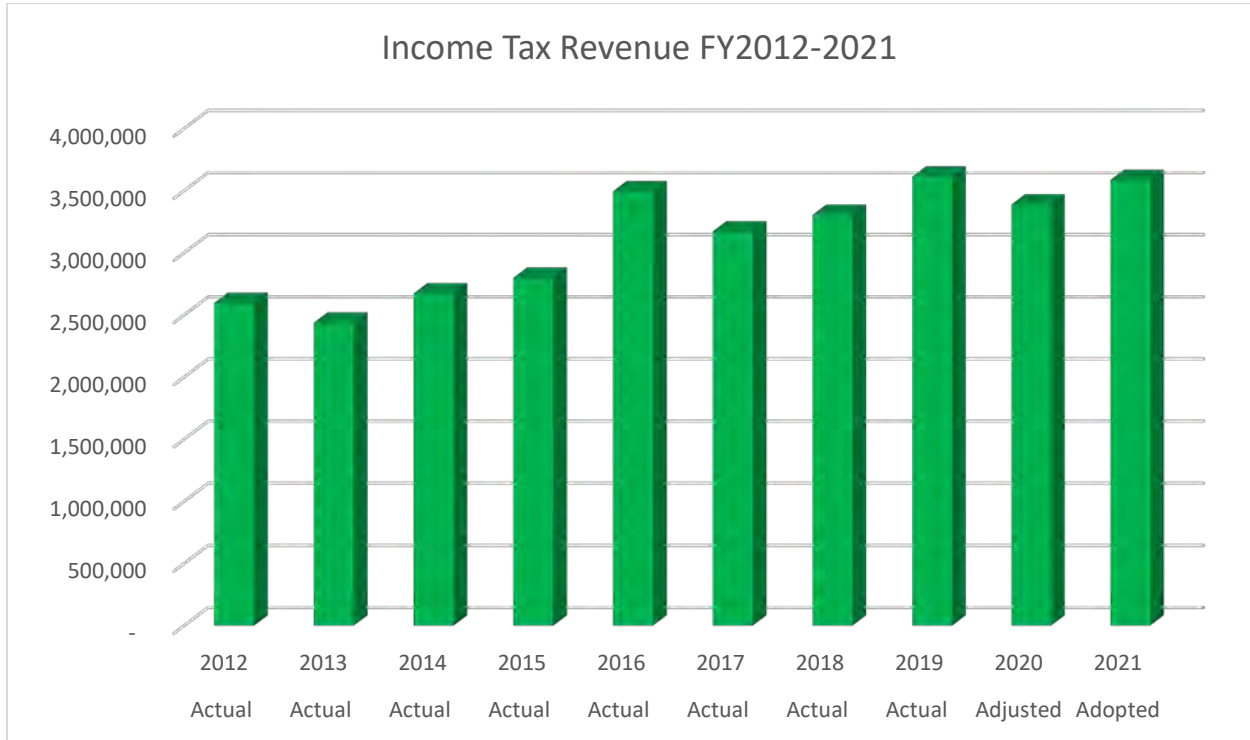
General Fund Revenue - Supplemental Information

Income Tax

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

Income Tax Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Income Tax (\$)	2,595,845	2,437,127	2,671,765	2,797,878	3,494,273	3,171,194	3,303,938	3,611,927	3,388,000	3,585,000



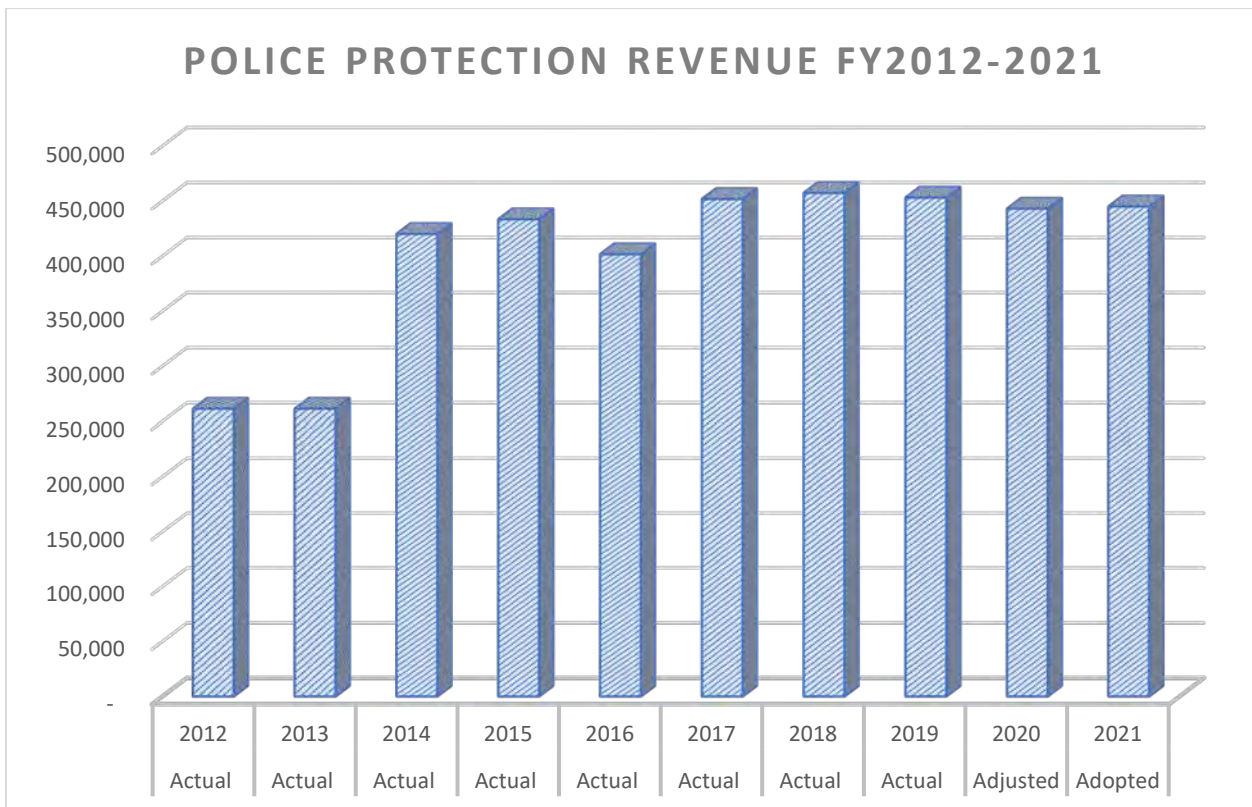
General Fund Revenue - Supplemental Information

Police Protection Grant

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

Police Protection Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Police Protection (State) (\$)	261,254	261,254	420,029	433,382	401,570	451,694	457,251	453,058	442,995	445,000



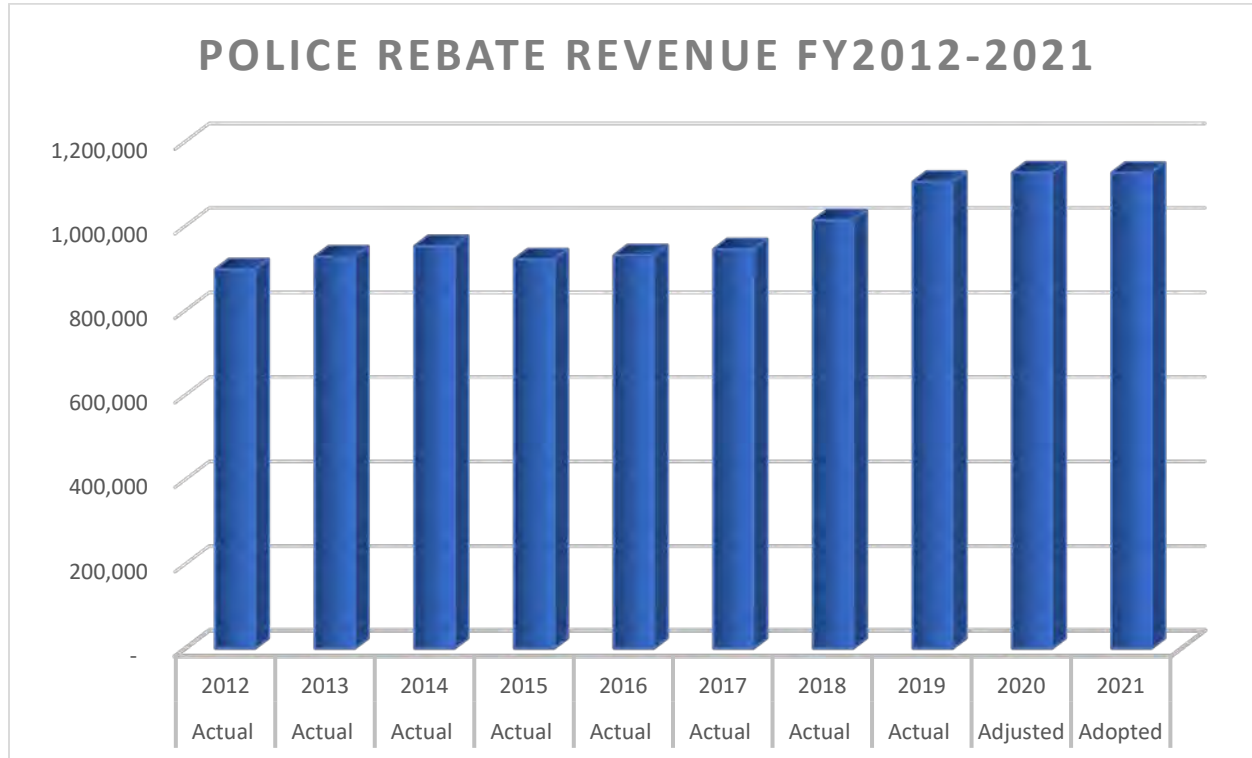
General Fund Revenue - Supplemental Information

County Police Rebate

Montgomery County provides financial support for police services in accordance with the County Code enacted in 1949. Payment to the City is based on a formula, which uses \$0.048 per \$100 of assessable based tax rate with "full value assessment" levied on real property. Most of the money received by the city for police services is from tax duplication payments (see next page).

County Police Rebate Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Police Rebate (\$)	897,493	927,663	952,413	920,996	930,658	945,118	1,013,685	1,104,672	1,126,765	1,126,000



General Fund Revenue - Supplemental Information

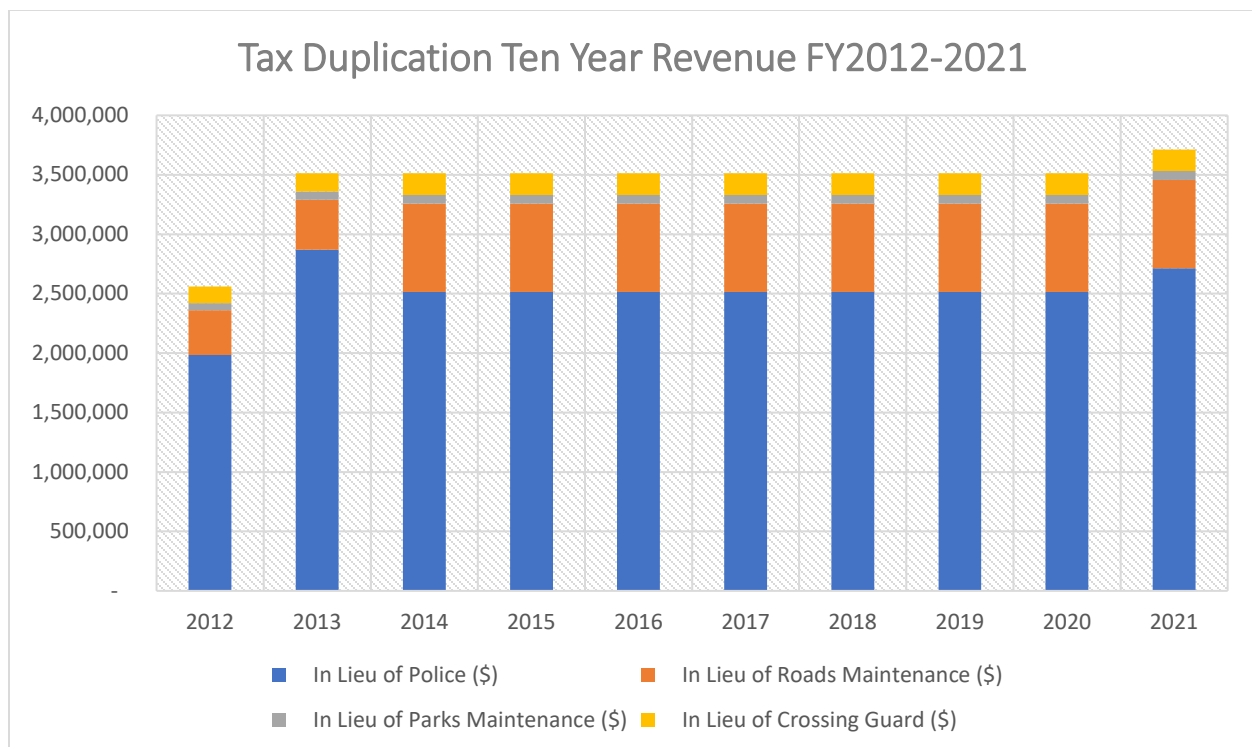
Tax Duplication (or in Lieu of) Payments

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County.

Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards.

Tax Duplication Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
In Lieu of Police (\$)	1,983,590	2,868,931	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,714,740
In Lieu of Roads Maintenance (\$)	376,230	420,737	743,199	743,199	743,199	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance (\$)	61,395	68,788	72,913	72,913	72,913	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard (\$)	138,714	155,187	182,384	182,384	182,384	182,384	182,384	182,384	182,384	182,384

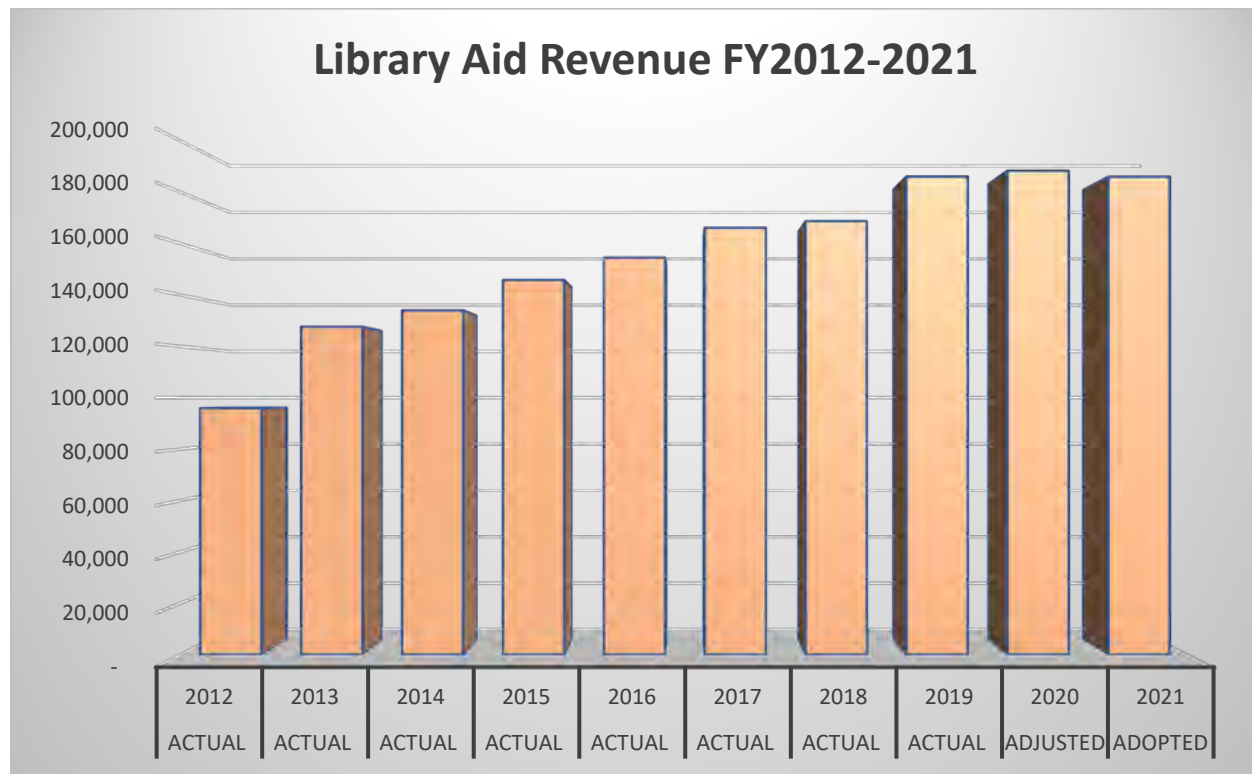


General Fund Revenue - Supplemental Information

Library Aid

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

Library Aid Ten Year Revenue Bar Graph										
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Library Aid (\$)	95,900	127,618	133,959	145,801	154,498	166,169	168,704	186,058	188,329	185,973



General Fund Revenue - Supplemental Information

FY19 Principal Property Taxpayers*

<i>Taxpayer</i>	<i>Taxable Assessed Value</i>	<i>Rank</i>	<i>Percentage of Total Taxable Assessed Value</i>
JBG Takoma Retail Center LLC	\$34,837,700	1	1.45%
Saul Subsidiary I LTD Partnership	32,500,000	2	1.36%
Orlo Takoma LLC	19,637,200	3	0.82%
Park Ritchie LLC	18,519,900	4	0.77%
MHP Parkview Towers LLP	13,432,718	5	0.56%
Takoma Business Center LLC	13,340,800	6	0.56%
Takoma Park Land LLP	11,011,600	7	0.46%
Potomac Electric Power Company	10,492,510	8	0.44%
Maple View Apartments LLC	9,123,900	9	0.38%
Hampshire Lodging LLC	<u>9,041,300</u>	10	<u>0.38%</u>
Total	<u>\$171,937,628</u>		<u>7.18%</u>

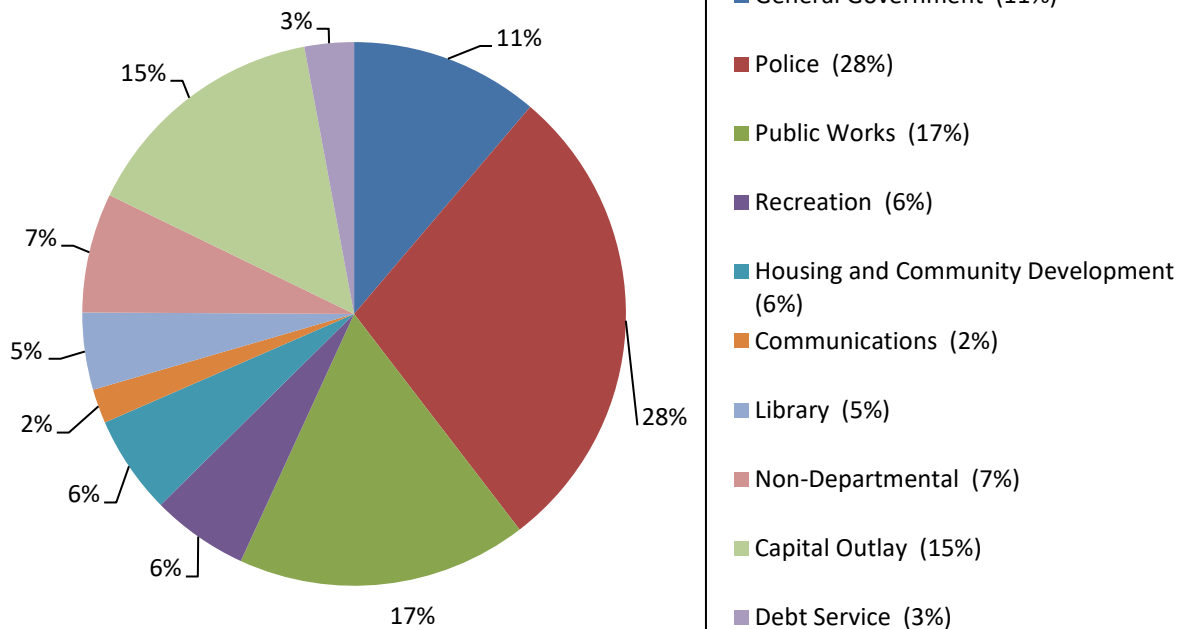
FY19 Principal Employers*

<i>Employer</i>	<i>Employees</i>	<i>Rank</i>	<i>Percentage of Total City Employment</i>
Washington Adventist Hospital	1,318	1	23.61%
Montgomery College	833	2	14.92%
City of Takoma Park	258	3	4.62%
Montgomery County Public School	246	4	4.41%
Washington Adventist University	150	5	2.69%
Genesis HealthCare - Sligo Creek Center	92	6	1.65%
Republic	58	7	1.04%
Don Bosco Cristo Rey High School	58	8	1.04%
IHOP	52	9	0.93%
Takoma Park / Silver Spring Co-Op	<u>50</u>	10	<u>0.90%</u>
Total	<u>3,115</u>		<u>55.79%</u>

*FY19 is the most current data available.

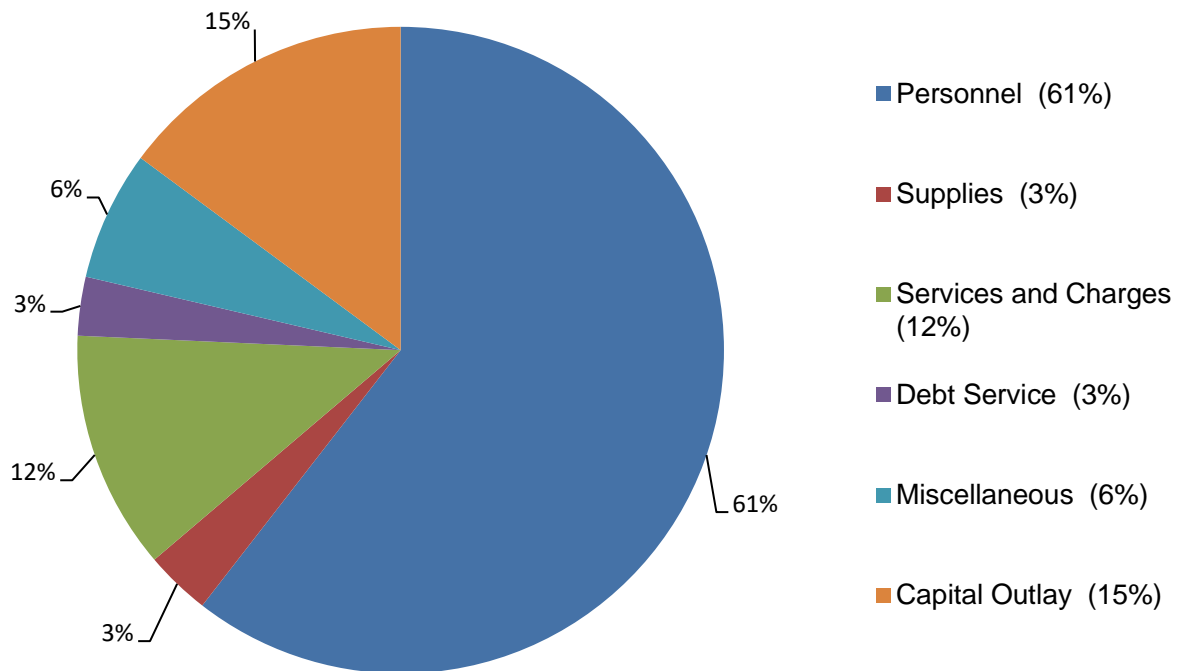
General Fund Expenditures by Activity

TOTAL EXPENDITURES	\$31,256,716
General Government (11%)	\$3,505,816
Police (28%)	\$8,865,809
Public Works (17%)	\$5,396,347
Recreation (6%)	\$1,799,192
Housing and Community Development (6%)	\$1,831,844
Communications (2%)	\$637,308
Library (5%)	\$1,432,374
Non-Departmental (7%)	\$2,222,971
Capital Outlay (15%)	\$4,647,001
Debt Service (3%)	\$918,054



General Fund Expenditures by Type

TOTAL	31,256,716
Personnel (61%)	18,914,126
Supplies (3%)	1,021,248
Services and Charges (12%)	3,730,201
Debt Service (3%)	918,054
Miscellaneous (6%)	2,026,086
Capital Outlay (15%)	4,647,001



General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
General Government						
1100 - Legislative						
Personnel Expenses	103,572	109,428	112,316	111,630	111,630	116,509
Other Operating Expenses	68,269	90,129	100,266	97,558	79,100	127,419
Division Total	171,841	199,557	212,582	209,188	190,730	243,928
1120 – City Administration						
Personnel Expenses	534,077	529,662	547,948	515,465	515,465	578,517
Other Operating Expenses	105,461	94,274	142,626	101,368	103,197	100,850
Division Total	639,538	623,936	690,574	616,833	618,662	679,367
1130 – Finance						
Personnel Expenses	501,186	516,013	544,839	570,440	570,440	645,731
Other Operating Expenses	92,131	73,979	85,280	99,900	90,200	93,632
Division Total	593,317	589,992	630,119	670,340	660,640	739,363
1140 – Legal						
Personnel Expenses	-	-	-	-	-	-
Other Operating Expenses	260,233	212,731	235,046	233,700	228,700	236,200
Division Total	260,233	212,731	235,046	219,635	214,635	236,200
1150 – Information System						
Personnel Expenses	351,248	376,275	406,041	430,555	416,287	527,512
Other Operating Expenses	255,811	220,060	191,743	234,896	231,587	279,088
Division Total	607,059	596,335	597,784	665,451	647,874	806,600
1160 – Human Resources						
Personnel Expenses	277,403	310,565	355,441	377,995	384,662	347,750
Other Operating Expenses	36,641	83,047	76,583	147,900	145,039	177,300
Division Total	314,044	393,612	432,024	525,895	529,701	525,050
1170 – City Clerk						
Personnel Expenses	260,774	269,223	235,666	266,915	268,415	254,746
Other Operating Expenses	26,396	20,002	22,203	30,215	29,127	20,562
Division Total	287,170	289,225	257,869	297,130	297,542	275,308
Total General Government	2,873,202	2,905,388	3,055,998	3,204,472	3,159,784	3,505,816

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Audited FY19</u>	<u>Adjusted FY20</u>	<u>Projected FY20</u>	<u>Adopted FY21</u>
Police						
2100 – Office of Chief						
Personnel Expenses	400,677	299,351	524,889	639,351	642,523	678,539
Other Operating Expenses	314,989	268,516	296,423	259,367	276,930	388,786
Division Total	715,666	567,867	821,312	898,718	919,453	1,067,325
2200 – Communications						
Personnel Expenses	524,096	432,884	515,982	560,880	569,145	584,483
Other Operating Expenses	21,980	38,841	23,485	33,000	32,910	33,140
Division Total	546,076	471,725	539,467	593,880	602,055	617,623
2300 – Operations/Patrol						
Personnel Expenses	3,515,466	3,741,419	3,637,521	4,038,855	4,164,878	3,889,845
Other Operating Expenses	123,530	179,374	128,824	145,808	149,797	161,860
Division Total	3,638,996	3,920,793	3,766,345	4,184,663	4,314,675	4,051,705
2400 – CID Investigations						
Personnel Expenses	1,525,514	1,550,660	1,392,511	1,198,368	1,427,128	1,655,700
Other Operating Expenses	40,317	49,284	49,413	72,250	56,255	64,160
Division Total	1,565,831	1,599,944	1,441,924	1,270,618	1,483,383	1,719,860
2500 – Administration						
Personnel Expenses	675,695	691,648	837,594	963,035	845,585	698,917
Other Operating Expenses	85,242	107,090	113,240	108,594	113,973	133,270
Division Total	760,937	798,738	950,834	1,071,629	959,558	832,187
2600 – Neighborhood Services						
Personnel Expenses	309,512	312,900	364,032	371,180	380,086	462,981
Other Operating Expenses	15,122	13,321	55,869	110,500	64,500	114,128
Division Total	324,634	326,221	419,901	481,680	444,586	577,109
Total Police	7,552,140	7,685,288	7,939,783	8,501,188	8,723,710	8,865,809
Public Works						
3100 – Administration						
Personnel Expenses	375,022	378,440	412,459	248,035	248,025	407,086
Other Operating Expenses	124,577	122,814	199,411	66,590	64,278	52,042
Division Total	499,599	501,254	611,870	314,625	312,303	459,128

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Audited FY19</u>	<u>Adjusted FY20</u>	<u>Projected FY20</u>	<u>Adopted FY21</u>
3200 – Building Maintenance						
Personnel Expenses	423,822	452,857	467,972	452,898	427,273	506,877
Other Operating Expenses	403,286	382,419	420,067	388,900	442,678	495,500
Division Total	827,108	835,276	888,039	841,798	869,951	1,002,377
3300 – Equipment Maintenance						
Personnel Expenses	273,371	285,162	307,736	276,813	277,933	295,434
Other Operating Expenses	214,967	188,226	223,068	214,515	203,600	218,620
Division Total	488,338	473,388	530,804	491,328	481,533	514,054
3400 – Right of Way						
Personnel Expenses	643,932	660,387	724,561	654,488	654,618	688,019
Other Operating Expenses	352,645	409,179	411,183	306,272	468,415	274,291
Division Total	996,577	1,069,566	1,135,744	960,760	1,123,033	962,310
3500 – Solid Waste						
Personnel Expenses	713,057	733,411	746,586	731,273	808,413	803,223
Other Operating Expenses	277,072	319,728	345,372	361,959	396,900	406,824
Division Total	990,129	1,053,139	1,091,958	1,093,232	1,205,313	1,210,047
3600 – Sustainability						
Personnel Expenses	-	-	-	160,210	156,210	194,264
Other Operating Expenses	-	-	3,374	324,070	199,075	183,075
Division Total	-	-	3,374	484,280	355,285	377,339
3700 – Vegetation Management						
Personnel Expenses	261,666	233,193	194,594	284,070	203,575	267,374
Other Operating Expenses	30,820	25,173	24,723	29,000	27,200	29,600
Division Total	292,486	258,366	219,317	313,070	230,775	296,974
3800 – Urban Forest						
Personnel Expenses	52,779	112,083	120,469	104,500	93,106	117,350
Other Operating Expenses	153,553	108,665	144,383	178,850	176,350	168,850
Division Total	206,332	220,748	264,852	283,350	269,456	286,200

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Audited FY19</u>	<u>Adjusted FY20</u>	<u>Projected FY20</u>	<u>Adopted FY21</u>
3900 – City Engineer						
Personnel Expenses	203,995	206,808	214,740	188,346	156,213	167,718
Other Operating Expenses	75,529	119,764	111,976	100,950	101,077	120,200
Division Total	279,524	326,572	326,716	289,296	257,290	287,918
Total Public Works	4,580,093	4,738,309	5,072,674	5,071,739	5,104,939	5,396,347
Recreation						
4100 – Administration						
Personnel Expenses	252,235	276,351	460,317	466,030	466,030	438,568
Other Operating Expenses	159,541	70,438	81,015	104,353	96,138	90,500
Division Total	411,776	346,789	541,332	570,383	562,168	529,068
4200 – Youth Outreach						
Personnel Expenses	855	28,395	201,556	236,110	236,110	210,401
Other Operating Expenses	-	1,076	52,419	41,650	19,773	56,850
Division Total	855	29,471	253,975	277,760	277,543	267,251
4300 – Recreation Center						
Personnel Expenses	180,935	210,948	150,289	154,204	154,594	147,319
Other Operating Expenses	30,654	39,955	33,216	30,400	23,099	40,600
Division Total	211,589	250,903	183,505	184,604	184,993	187,919
4400 – Community Programs						
Personnel Expenses	121,730	118,292	154,737	171,615	171,615	165,654
Other Operating Expenses	65,054	65,025	60,299	55,625	35,960	54,925
Division Total	186,784	183,317	215,036	227,240	225,870	220,579
4500 – Facilities and Athletic Fields						
Personnel Expenses	10,489	14,764	-	-	-	-
Other Operating Expenses	51,688	46,033	82,180	76,630	76,605	83,500
Division Total	62,177	60,797	82,180	76,630	76,605	83,500
4600 – Camps						
Personnel Expenses	85,170	76,451	67,290	59,080	59,080	14,000
Other Operating Expenses	40,859	40,285	58,018	47,100	21,625	25,429
Division Total	126,029	116,736	125,308	106,180	106,155	39,429

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
4700 – Before/After School Program						
Personnel Expenses	100,002	91,854	106,204	95,865	95,865	48,903
Other Operating Expenses	9,941	7,107	7,807	3,350	(1,561)	4,850
Division Total	109,943	98,961	114,011	99,215	99,304	53,753
4800 – Community Center						
Personnel Expenses	493,415	528,204	282,861	279,290	279,320	322,293
Other Operating Expenses	121,189	133,649	109,134	111,400	86,106	95,400
Division Total	614,604	661,853	391,995	390,690	389,996	417,693
Total Recreation	1,723,756	1,748,827	1,907,342	1,932,702	1,922,634	1,799,192
Housing and Community Development						
5400 – Planning and Development Services						
Personnel Expenses	231,610	236,749	274,595	287,970	334,470	362,877
Other Operating Expenses	112,837	174,493	59,438	98,340	96,340	80,700
Division Total	344,447	411,242	334,033	386,310	430,810	443,577
5500 – HCD Administration						
Personnel Expenses	240,920	271,859	257,572	134,280	169,840	107,971
Other Operating Expenses	40,823	35,871	41,551	66,880	32,202	43,112
Division Total	281,743	307,730	299,123	201,160	202,042	151,083

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
5600 – Economic Development						
Personnel Expenses	-	-	58,857	157,335	157,510	179,440
Other Operating Expenses	-	-	82,962	228,855	228,855	140,600
Division Total	-	-	141,819	386,190	386,365	320,040
5700 – Arts and Humanities						
Personnel Expenses	-	-	1,254	72,045	73,543	57,066
Other Operating Expenses	-	-	41	17,470	12,472	14,450
Division Total	-	-	1,295	89,515	86,015	71,516
5800 – Housing and Community Services						
Personnel Expenses	342,121	318,867	374,779	429,050	434,050	463,825
Other Operating Expenses	289,298	291,942	304,361	355,203	344,830	381,803
Division Total	631,419	610,809	679,140	784,253	778,880	845,628
Total Housing and Community Development	1,257,609	1,329,781	1,455,410	1,847,428	1,884,112	1,831,844
Communications/ Media						
6000 – Communications/ Media						
Personnel Expenses	347,668	385,329	381,297	398,345	398,435	488,229
Other Operating Expenses	142,243	127,188	126,572	139,192	136,241	149,079
Division Total	489,911	512,517	507,869	537,537	534,676	637,308
Total Communications/ Media	489,911	512,517	507,869	537,537	534,676	637,308
Library						
7000 – Library						
Personnel Expenses	961,787	1,002,972	1,045,143	1,065,825	1,081,975	1,142,456
Other Operating Expenses	160,420	170,640	171,247	162,840	159,290	106,037
Division Total	1,122,207	1,173,612	1,216,390	1,228,665	1,241,265	1,321,037
7200 – Computer Center						
Personnel Expenses	91,743	95,325	98,450	95,020	95,220	106,037
Other Operating Expenses	3,460	1,801	4,273	5,460	4,600	5,300
Division Total	95,203	97,126	102,723	100,480	99,820	111,337
Total Library	1,217,410	1,270,738	1,319,113	1,329,145	1,341,085	1,432,374
Personnel Total	15,387,544	15,858,729	16,579,098	17,247,366	17,529,267	18,143,614
Operating Exp Total	4,306,576	4,332,118	4,679,091	5,176,846	5,141,674	5,325,076
Departmental Total	19,694,121	20,190,848	21,258,189	22,424,212	22,670,941	23,468,690

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Audited FY19</u>	<u>Adjusted FY20</u>	<u>Projected FY20</u>	<u>Adopted FY21</u>
Non-Departmental						
Workers Compensation	689,084	544,349	593,435	595,000	595,000	684,000
Other Fringe Benefits	33,452	57,021	51,795	75,875	75,875	86,500
Recognition Non-Cash	21,910	15,413	19,758	15,000	15,000	15,000
Safety and Wellness	-	1,172	2,460	3,000	1,000	3,000
Training	7,297	4,477	5,703	6,000	3,000	6,000
Tuition Reimbursement	25,742	29,659	10,461	15,000	5,000	5,300
Litigation Hearing	-	2,500	1,200	1,200	1,200	2,000
Emergency Supplies	2,317	-	615	20,000	8,170	-
General Insurance	141,050	119,114	131,273	148,500	142,900	161,200
General Contingency	-	-	-	127,868	-	129,971
Community Festivals	7,500	17,867	19,340	27,500	27,500	-
Fourth of July Expenses	8,500	25,000	-	13,000	19,000	-
Provision for Allowance	-	-	17,270	29,000	29,000	10,000
Bad Debt Expense	-	-	227,523	-	-	-
Art Commission	16,571	10,926	10,033	-	-	-
Grants	62,521	157,345	69,306	151,784	151,800	185,000
Partnership Program	5,000	83,531	103,114	110,000	110,000	125,000
Housing Fund Expenditures	-	20,000	10,000	210,000	30,000	210,000
Covid-19 Emergency Assistance Fund Expenditures	-	-	-	194,150	171,650	440,000
Supplemental Tax Rebate Program	-	-	-	-	-	-
Tax Rebate Program	147,172	132,253	127,185	152,000	152,000	160,000
Total Non-Departmental	1,168,117	1,220,628	1,400,471	1,894,877	1,538,095	2,222,971
Capital Outlay	2,065,455	2,070,491	3,440,941	4,949,738	4,355,096	4,647,001
Debt Service	359,898	982,447	919,867	917,728	916,428	918,054
Transfer to SRF	80,035	58,180	41,718	-	-	-
General Fund Total Expenditures	23,367,626	24,522,594	27,061,186	30,186,555	29,480,560	31,256,716

Note: The variances in the Total Expenditures between the General Fund Expenditures and General Fund Summary are due to the inter-fund transfer Amounts.

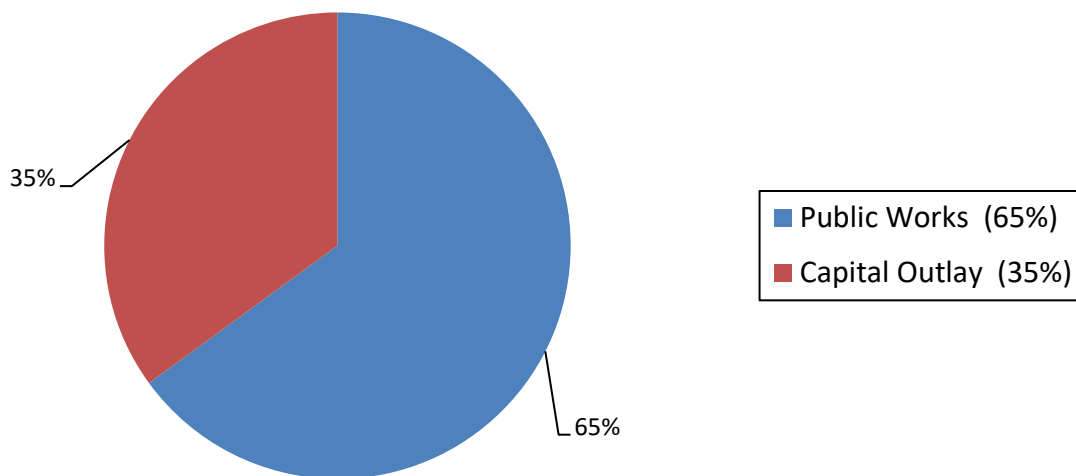
Stormwater Management Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	725	3,050	1,000	2,000	2,900	2,900
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	418,071	712,395	707,484	710,000	705,000	594,000
Intergovernmental	-	-	168,750		-	-
Miscellaneous	21,421	14,659	3,053	1,000	1,400	1,400
Total Revenues	440,217	730,104	880,287	713,000	709,300	598,300
EXPENDITURES						
Public Works	348,689	449,459	434,500	581,712	552,092	463,696
Capital outlay	73,622	272,918	362,688	273,166	273,000	250,000
Total Expenditures	422,311	722,377	797,188	854,878	825,092	713,696
Excess (deficiency) of revenues						
over expenditures	17,906	7,727	83,099	(141,878)	(115,792)	(115,396)
OTHER FINANCING SOURCES (USES)						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and						
other financing sources over expenditures						
and other financing uses	17,906	7,727	83,099	(141,878)	(115,792)	(115,396)
FUND BALANCE						
Beginning of year	173,127	191,033	198,760	281,859	281,859	166,067
End of year	191,033	198,760	281,859	139,981	166,067	50,671

Note: In Fiscal Year 2021, residential stormwater fee remains at flat fee \$92. Non-residential fee is reduced \$111,000 due to the fee re-structure based on the rate of \$25 per 500 square feet per impervious area.

Stormwater Management Fund Expenditure by Activity

TOTAL EXPENDITURES	\$713,696
Public Works (65%)	\$463,696
Capital Outlay (35%)	\$250,000



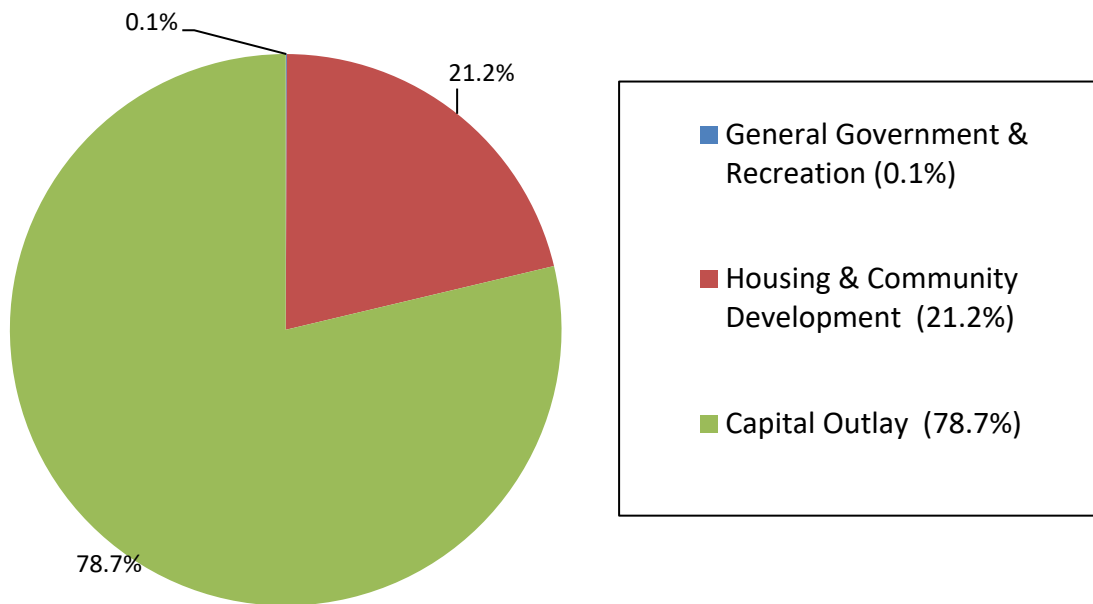
Special Revenue Funds Summary

	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	769,233	969,584	1,858,000	4,773,940	4,022,135	1,495,146
Miscellaneous	35,626	32,915	38,633	45,000	53,600	46,000
Total Revenues	804,859	1,002,499	1,896,633	4,818,940	4,075,735	1,541,146
EXPENDITURES						
General Government	198,754	327,724	75,664	-	6,750	1,000
Police	-	-	-	-	205	-
Public Works	55,625	1,128	-	-	-	-
Housing and Community Development	82,169	121,089	503,618	387,500	353,826	309,816
Recreation	146	-	-	-	-	-
Capital outlay	518,884	925,914	1,013,561	4,623,000	3,738,869	1,149,430
Total Expenditures	855,578	1,375,855	1,592,843	5,010,500	4,099,650	1,460,246
Excess (deficiency) of revenues						
over expenditures	(50,719)	(373,356)	303,790	(191,560)	(23,915)	80,900
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	80,035	58,180	41,718	-	-	-
Total Other Financing Sources (Uses)	80,035	58,180	41,718	-	-	-
Excess (deficiency) of revenues and						
other financing sources over						
expenditures and other financing uses	29,316	(315,176)	345,508	(191,560)	(23,915)	80,900
FUND BALANCE						
Beginning of year	3,365,229	3,394,545	3,079,369	3,424,877	3,424,877	3,400,962
End of year	3,394,545	3,079,369	3,424,877	3,233,317	3,400,962	3,481,862

Note: At June 30, 2021 ending fund reserve restricted for cable equipment purchases is \$3,454,169 and other Capital Improvement Project is \$27,693.

Special Revenue Funds Expenditures by Activity

TOTAL EXPENDITURES	\$1,460,246
General Government & Recreation (0.1%)	\$1,000
Housing & Community Development (21.2%)	\$309,816
Capital Outlay (78.7%)	\$1,149,430



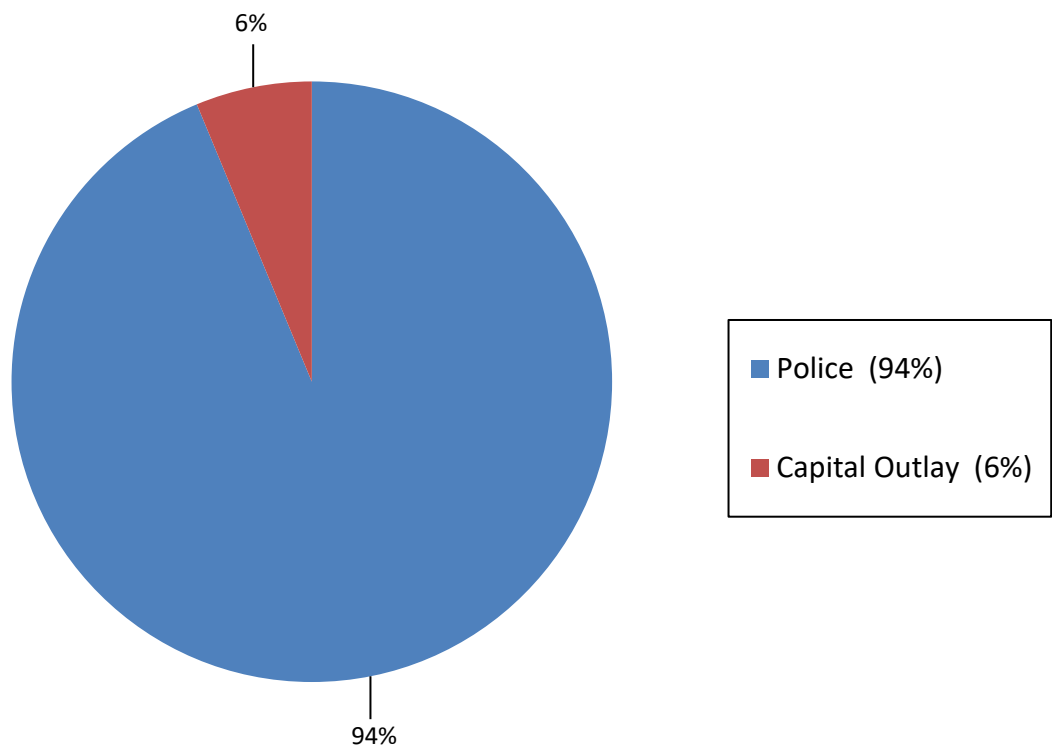
Speed Camera Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adjusted FY20	Projected FY20	Adopted FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,463,521	1,227,061	991,915	1,250,000	927,862	1,000,000
Use of money and property	12,992	17,933	34,344	28,000	40,000	40,000
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,476,513	1,244,994	1,026,259	1,278,000	967,862	1,040,000
EXPENDITURES						
Police	1,122,286	1,114,353	1,025,598	1,070,018	869,736	764,328
Capital Outlay	-	74,415	267,278	83,000	83,000	51,000
Total Expenditures	1,122,286	1,188,768	1,292,876	1,153,018	952,736	815,328
Excess (deficiency) of revenues						
over expenditures	354,227	56,226	(266,617)	124,982	15,126	224,672
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	354,227	56,226	(266,617)	124,982	15,126	224,672
FUND BALANCE						
Beginning of year	400,328	754,555	810,781	544,164	544,164	559,290
End of year	754,555	810,781	544,164	669,146	559,290	783,962

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 Expenditure

TOTAL EXPENDITURES	\$815,328
Police (94%)	\$764,328
Capital Outlay (6%)	\$51,000





City Council Meeting

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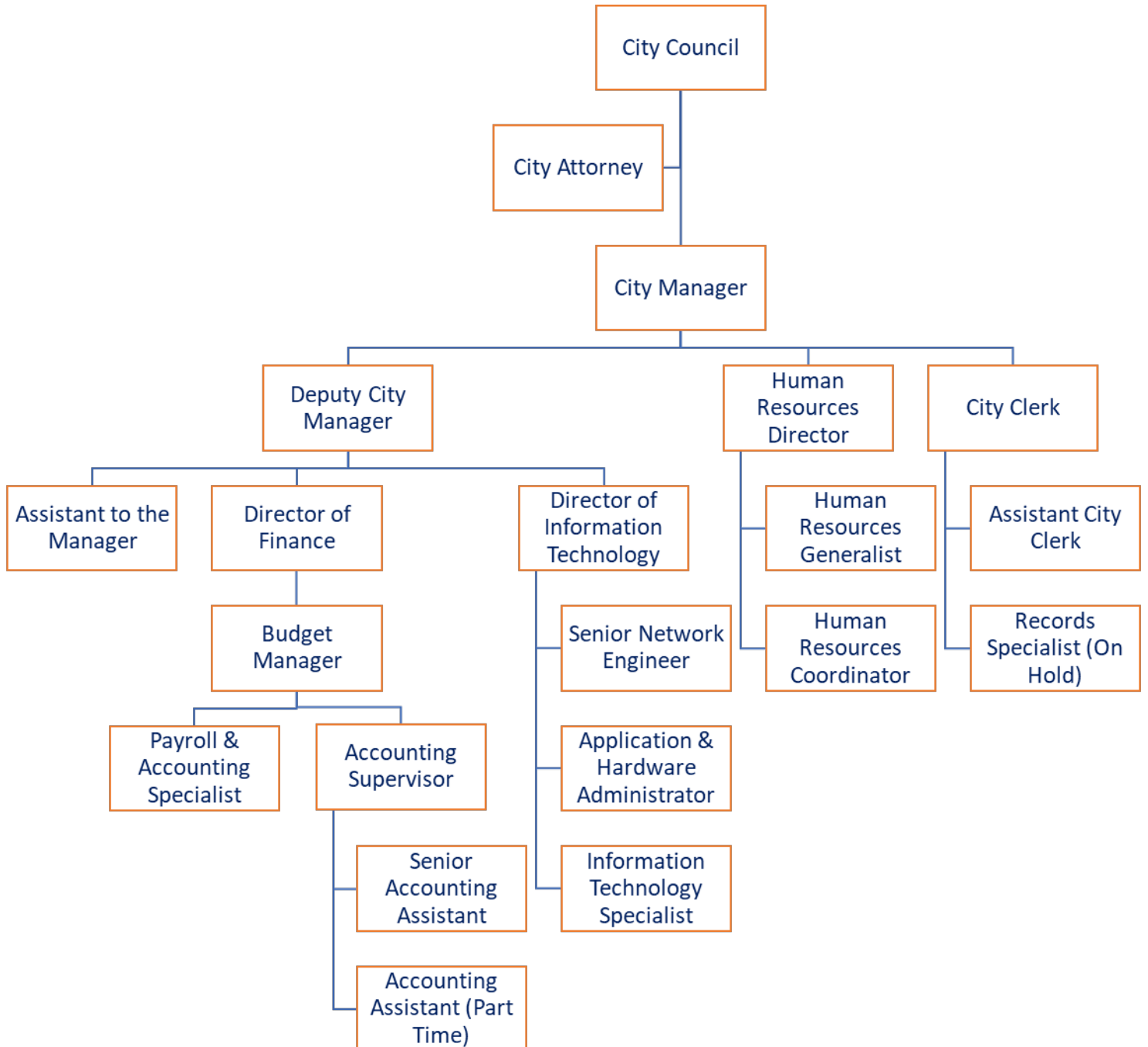
Department Summary

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.***

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
City Council							
Mayor	N/A	14,771.24	30,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Councilmember	N/A	11,362.54	22,000.00	1.00	1.00	1.00	-
Total City Council FTE				7.00	7.00	7.00	-
FTEs with benefits				7.00	7.00	7.00	-
FTEs without benefits				-	-	-	-
Total City Council FTE				7.00	7.00	7.00	-
General Management 1120							
City Manager	N/A	199,763.80	199,763.80	1.00	1.00	1.00	-
Deputy City Manager	133	140,936.52	147,345.00	1.00	1.00	1.00	-
Executive Assistant	115	75,429.10	-	1.00	1.00	-	(1.00)
Assistant to the Manager	115	56,253.60	78,891.20	-	-	1.00	1.00
Total General Management FTE				3.00	3.00	3.00	-
FTEs with benefits				3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total General Management FTE				3.00	3.00	3.00	-
Finance 1130							
Director of Finance	130	131,155.32	137,057.31	1.00	1.00	1.00	-
Budget & Accounting Manager	122	87,459.20	91,393.81	-	-	1.00	1.00
Accounting Supervisor	117	67,513.85	70,555.06	1.00	1.00	1.00	-
Payroll & Accounting Specialist	115	55,176.22	57,665.61	1.00	1.00	1.00	-
Sr Accounting Assistant	113	54,722.97	60,285.68	1.00	1.00	1.00	-
Accounting Assistant-Part time	110	27,956.93	30,773.18	0.50	0.50	0.50	-
Budget Specialist	119	64,147.87	-	1.00	1.00	-	(1.00)
Total Finance FTE				5.50	5.50	5.50	-
FTEs with benefits				5.50	5.50	5.50	-
FTEs without benefits				-	-	-	-
Total Finance FTE				5.50	5.50	5.50	-

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Information Systems 1150							
Information Technology Director	130	123,572.47	129,133.23	1.00	1.00	1.00	-
Network Engineer	121	84,543.89	88,356.84	1.00	1.00	1.00	-
Application & Hardware Administrator	120	73,637.10	76,945.44	1.00	1.00	1.00	-
Additional FTE (to be hired)	120	-	76,076.00	-	-	1.00	1.00
Administrative Assistant	111	24,817.68	-	0.50	0.50	-	(0.50)
Total Information Systems FTE				3.50	3.50	4.00	0.50
FTEs with benefits				3.50	3.50	4.00	0.50
FTEs without benefits				-	-	-	-
Total Information Systems FTE				3.50	3.50	4.00	0.50
Human Resources 1160							
Human Resources Director	130	121,746.27	127,462.95	1.00	1.00	1.00	-
Human Resources Generalist	117	59,932.81	62,621.42	1.00	1.00	1.00	-
Human Resources Coordinator	116	57,078.86	59,665.64	1.00	1.00	1.00	-
Total Human Resources FTE				3.00	3.00	3.00	-
FTEs with benefits				3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Human Resources FTE				3.00	3.00	3.00	-
City Clerk							
City Clerk	130	114,707.42	119,869.25	1.00	1.00	1.00	-
Assistant City Clerk	114	63,770.72	69,762.75	1.00	1.00	1.00	-
Record Specialist	112	39,093.60	52,542.00	0.75	0.75	0.75	-
Total City Clerk FTE				2.75	2.75	2.75	-
FTEs with benefits				2.75	2.75	2.75	-
FTEs without benefits				-	-	-	-
Total City Clerk FTE				2.75	2.75	2.75	-
Total General Government Department FTE				24.75	24.75	25.25	0.50

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- As part of Budget Reconciliation budget cuts, the Record Specialist in the City Clerk Division will be held vacant for at least half the year with a \$85,928 wages and fringe reduction from the City Manager's Recommended Budget.
- The intern for the Information Systems Division was also cut for a \$37,440 wages reduction.
- The Legislative Division wage and fringe budget was reduced by \$114,580, after City Council's decision not to move forward with the Council pay increase recommended by the Council Compensation Task Force.
- Conferences, training, and dues decreased by \$26,000 across all Divisions.
- The Residents' Survey project and new Performance Software purchase were removed for a combined cut of \$107,000.



Department Summary

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Passport Service</i>	64,855	46,000	60,000	50,000	4,000
<i>Investment Earnings</i>	330,940	242,400	342,400	283,900	41,500
<i>Subtotal</i>	395,795	288,400	402,400	333,900	45,500
<i>General Fund</i>	2,660,203	2,916,072	2,757,384	3,171,916	255,844
<i>Department Total</i>	3,055,998	3,204,472	3,159,784	3,505,816	301,344

<i>Dept. Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	1,586,719	1,543,100	1,535,558	1,768,718	225,618
<i>Fringe Benefits</i>	583,669	634,500	634,500	677,046	42,546
<i>Overtime</i>	18,482	22,800	24,300	15,500	(7,300)
<i>Employee Recognition</i>	3,585	3,600	3,540	4,500	900
<i>Contractual Labor</i>	9,795	69,000	69,000	5,000	(64,000)
<i>Personnel Subtotal</i>	2,202,250	2,273,000	2,266,898	2,470,764	197,764
<i>Supplies</i>	11,213	10,250	10,500	11,500	1,250
<i>Computer Expenditures</i>	16,064	15,000	15,200	17,200	2,200
<i>Services and Charges</i>	635,095	677,164	657,263	696,207	19,043
<i>Communications</i>	24,021	21,668	18,554	18,080	(3,588)
<i>Office Expenditures</i>	18,357	23,550	16,800	23,100	(450)
<i>Conferences, Training, & Dues</i>	108,021	128,840	120,069	102,290	(26,550)
<i>Recruitment</i>	34,253	47,500	47,500	100,000	52,500
<i>Special Events & Programs</i>	6,724	7,500	7,000	66,675	59,175
<i>Operating Exp Subtotal</i>	853,748	931,472	892,886	1,035,052	103,580
<i>Department Total</i>	3,055,998	3,204,472	3,159,784	3,505,816	301,344

<i>Dept. Expenditures by Division</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Legislative</i>	212,582	209,188	190,730	243,928	34,740
<i>General Management</i>	690,574	616,833	618,662	679,367	62,534
<i>Finance</i>	630,119	670,340	660,640	739,363	69,023
<i>Legal Services</i>	235,046	233,700	228,700	236,200	2,500
<i>Information Systems</i>	597,784	664,511	646,934	806,601	142,090
<i>Human Resources</i>	432,024	518,945	522,751	525,050	6,105
<i>City Clerk</i>	257,868	290,955	291,367	275,308	(15,647)
<i>Department Total</i>	3,055,998	3,204,472	3,159,784	3,505,816	301,344

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$44,688 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.*

FY21 Budget Highlights:

- *Departmental expenditures are \$301,344 higher – an increase of 9.4 percent- compared to budgeted expenditures for FY20. We anticipate increases in personnel related expenditures, as well as operating expenditures, primarily funds for the services and contracts.*
- *Approximately 70.5 percent of departmental expenditures are personnel related, a 8.7 percent increase over FY20.*
- *Approximately 19.9 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, 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 percent of department expenditures.*
- *Approximately 2.9 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.

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Legislative</i>	212,582	209,188	190,730	243,928	34,740
<i>Division Total</i>	212,582	209,188	190,730	243,928	34,740

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	81,288	81,130	81,130	85,094	3,964
<i>Fringe Benefits</i>	31,027	30,500	30,500	31,415	915
<i>Personnel Subtotal</i>	112,316	111,630	111,630	116,509	4,879
<i>Supplies</i>	49	-	-	-	-
<i>Services and Charges</i>	57,527	50,700	35,100	36,250	(14,450)
<i>Communications</i>	3,811	4,598	3,500	4,944	346
<i>Office Expenditures</i>	3,078	3,000	3,000	2,850	(150)
<i>Conferences, Training, & Dues</i>	29,077	31,760	30,500	16,700	(15,060)
<i>Special Events & Programs</i>	6,724	7,500	7,000	66,675	59,175
<i>Operating Exp Subtotal</i>	100,267	97,558	79,100	127,419	29,861
<i>Division Total</i>	212,582	209,188	190,730	243,928	34,740

Adopted to Estimated Actual FY20:

- *Division expenditures are anticipated to be \$18,458 less than budget.*
- *The variance results from lower than expected costs for contractual services.*

FY21 Budget Highlights:

- *Division expenditures are \$34,740 higher — an increase of 16.6 percent — compared to budgeted expenditures for FY20.*
- *Approximately 47.8 percent of division expenditures are personnel related.*
- *Services and charges account for about 14.9 percent of the division budget. This category includes \$30,900 for State legislative advocacy, \$5,000 for scholarships for Montgomery College students, and \$350 to reimburse Councilmembers for transportation to Annapolis, Rockville, and other local destinations for City business.*
- *Communications expenditures comprise 2 percent of the Legislative Division budget. This includes \$4,994 for City-issued cell phones and related charges.*
- *The Office Expenditures category accounts for 1.2 percent of the division budget. It includes \$2,850 for miscellaneous expenses, such as donations and sponsorships.*
- *Approximately 6.8 percent of the division budget is for association dues and conference attendance. Dues are for the National League of Cities (\$2,000), Government Alliance for Race Equity (\$1,000), Mayors Innovation Project (\$1,200), Maryland Mayor's association (\$250) and MML Chapter Dues (\$250). 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 (\$12,000).*
- *Special Events and Programs account for 27.3 percent of the legislative budget. This category includes \$4,350 for City Council meeting expenses and awards/recognitions, \$4,950 for City committee related expenses, and \$57,375 for the November 2020 City Election.*

Division Purpose:

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

Management Objectives:

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

General Management

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>General Management</i>	690,574	616,833	618,662	679,367	62,534
<i>Division Total</i>	690,574	616,833	618,662	679,367	62,534

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	413,631	379,575	379,575	426,000	46,425
<i>Fringe Benefits</i>	134,012	133,000	133,000	150,017	17,017
<i>Overtime</i>	215	300	300	2,500	2,200
<i>Employee Recognition</i>	90	2,590	2,590	-	(2,590)
<i>Personnel Subtotal</i>	547,948	515,465	515,465	578,517	63,052
<i>Supplies</i>	2,679	3,750	2,500	4,000	250
<i>Computer Expenditures</i>	9	2,000	2,200	2,400	400
<i>Services and Charges</i>	71,511	14,574	16,793	19,306	4,732
<i>Communications</i>	3,053	5,844	5,844	1,584	(4,260)
<i>Office Expenditures</i>	13,015	12,000	12,000	12,000	-
<i>Conferences, Training, & Dues</i>	52,360	63,200	63,860	61,560	(1,640)
<i>Operating Exp Subtotal</i>	142,626	101,368	103,197	100,850	(518)
<i>Division Total</i>	690,574	616,833	618,662	679,367	62,534

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$1,829 more than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$62,534 higher — an increase of 10.1 percent — compared to budgeted expenditures for FY20. This increase is primarily due to an increase in personnel costs.*
- *Approximately 85.2 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 2.9 percent of division expenditures.*
- *Services and charges account for 2.8 percent of division expenditures. This category includes items such as copying and printing costs and contractual services.*
- *Participate in regional racial equity training cohort through the Metropolitan Washington Council of Governments and the Governmental Alliance on Race and Equity*

FY21 Goals:

- *Ensure that careful attention is given to balancing staff workload and administrative responsibilities.*
- *Continue to facilitate progress toward achievement of Council's priorities within adopted budget.*
- *Continue pandemic emergency management and the adaptation of City services and staff workspaces to a pandemic environment.*

General Management

- *Hire a new City Manager and ensure a smooth transition to the next City Manager.*
- *Provide support for Housing and Community Development Managers until a new Housing Director can be hired, including assistance with advancing affordable housing and economic development goals consistent with strategic plan.*
- *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	FY19	FY20	FY21
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	Yes
Percentage of employees on payroll direct deposit	92%	92%	92%
Number of payroll checks and direct deposits	5,605	5,605	5,606
Number of accounts payable checks issued	3,412	3,200	3,117
Number of rental license bills issued	612	650	655

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Finance</i>	630,119	670,340	660,640	739,363	69,023
<i>Division Total</i>	630,119	670,340	660,640	739,363	69,023

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	375,270	371,260	371,260	447,731	76,471
<i>Fringe Benefits</i>	150,841	167,000	167,000	189,000	22,000
<i>Overtime</i>	8,754	2,500	2,500	1,500	(1,000)
<i>Contractual Labor</i>	9,795	29,000	29,000	5,000	(24,000)
<i>Employee Recognition</i>	180	680	680	2,500	1,820
<i>Personnel Subtotal</i>	544,839	570,440	570,440	645,731	75,291
<i>Supplies</i>	3,596	2,000	2,000	2,000	-
<i>Computer Expenditures</i>	4,736	-	-	-	-
<i>Services and Charges</i>	71,204	77,150	75,550	76,048	(1,102)
<i>Communications</i>	1,866	2,550	1,950	2,184	(366)
<i>Office Expenditures</i>	825	5,800	800	6,000	200
<i>Conferences, Training, & Dues</i>	3,053	12,400	9,900	7,400	(5,000)
<i>Operating Exp Subtotal</i>	85,279	99,900	90,200	93,632	(6,268)
<i>Division Total</i>	630,119	670,340	660,640	739,363	69,023

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$9,700 less than budget.*
- *The variance is attributable to a reduction in services and charges; and a reduction in attendance at conferences and conventions. There is also a cost savings of \$5,000 in investment expenses as we have not yet contractually engaged a consultant for our socially responsible investment work.*

FY21 Budget Highlights:

- *Division expenditures are \$69,023 higher — an increase of 10.3 percent — compared to budgeted expenditures for FY20. The variance is attributable to the increase in personnel costs due to the position changed from Budget Specialist to Budget and Accounting Manager.*
- *Division FTEs remain unchanged.*
- *Approximately 87.3 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 10.3 percent of the division budget. The contract charges include Montgomery County property tax and stormwater billing (\$17,000), Independent auditing fee (\$36,600), CAFR preparation and reporting fee (\$9,700) and meter coin processing fee (\$3,500).*
- *Communications account for 0.3 percent of the division budget. The charges include telephone (\$1,620) and cell phone (\$564).*
- *Conferences, training, and dues account for 1 percent of the division budget. They include professional membership fees (\$400), conferences (\$3,000) and local training (\$4,000).*

FY20 Accomplishments:

- *Received Certificate of Achievement for Excellence in Budget Document Award for the Adopted Budget for two years in a row. Continue to follow the GFOA guidelines, to implement additional qualitative and quantitative budget information in the*

Adopted FY21 Budget and strive for the Certification of Achievement for Excellence for Budget Document.

- *In response to COVID-19 closures, implemented use of on-line and phone service platform to continue providing financial customer services to the citizen and internal staff.*
- *Continue to work on the employees' leave audit. Finance staff has been working tirelessly to reconcile the annual leave discrepancies, between two software systems, in vacation, comp time and sick leave of every city employee since October 2019.*

FY21 Goals:

- *Facilitate progress toward the Council's Priorities in fiscal prudence by improving the required reserve balance. Since the implementation of the Reserve Policy in FY18, the City Unassigned Reserve Fund has been maintained consistently at a level higher than 17 percent of the City's General Fund total revenue.*
- *Monitor cash flow to maximize investment income by gradually shifting a small percentage of liquid cash to other laddering short-term investment.*
- *Encourage employees to receive pay electronically. Neighboring municipalities that mandate 100% employee participation include College Park, Laurel, Gaithersburg and Rockville. This objective aligns with the initiatives of sustainability and, it will reduce the time required to produce paper checks.*

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 FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Legal</i>	235,046	233,700	228,700	236,200	2,500
<i>Division Total</i>	235,046	233,700	228,700	236,200	2,500

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Services and Charges</i>	232,775	232,500	227,500	234,000	1,500
<i>Conferences, Training, & Dues</i>	2,271	1,200	1,200	2,200	1,000
<i>Operating Exp Subtotal</i>	235,046	233,700	228,700	236,200	2,500
<i>Division Total</i>	235,046	233,700	228,700	236,200	2,500

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$5,000 less than budget.*
- *This variance is primarily attributable to lower than expected costs for contracted legal services.*

FY21 Budget Highlights:

- *Overall division expenditures for FY21 are expected to be around 1.1 percent higher than budgeted in FY20.*
- *In December 2019, the City entered into a five-year contract for general legal services (City Attorney) with the firm of Karpinski, Colaresi & Karp, P.A. The budget for these services is \$180,000.*
- *The City Attorney is not reflected in the City's FTE count.*
- *During the transition to the new City Attorney, the firm of Kollman & Saucier, P.A. will continue to serve as specialized counsel for employment and labor matters in FY21. The budget for these services is \$39,000.*
- *The budget includes \$15,000 for miscellaneous specialized legal services which may include areas of law such as cable franchises and telecommunications, or support for coordinated legal efforts with other jurisdictions.*
- *The legal services budget has typically included support for certain association dues and conferences expenses for the City Attorney. In FY21, \$2,200 is budgeted for this purpose.*

Division Purpose:

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

Management Objectives:

- *Ensure that network infrastructure and equipment is maintained and serviced using best practices to provide maximum up-time. Maintain backups of critical software and data.*
- *Maintain the City's disaster recovery plan and respond to current and emerging threats to ensure the uninterrupted operation of the City's technology services.*
- *Continue supporting the City-wide move toward process automation, 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 FY19	Estimated FY20	Projected FY21
Network uptime	99.90%	99.90%	99.99%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	99.8%	99.52%	99.99%
Servers in VMWare environment	25	19	23
Applications in the Cloud	15	16	18
Number of Help Desk requests	1,582	1,396	1,300

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Information Systems</i>	597,784	664,511	646,934	806,601	142,090
<i>Division Total</i>	597,784	664,511	646,934	806,601	142,090

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	284,047	304,935	290,667	370,512	65,577
<i>Fringe Benefits</i>	116,014	119,500	119,500	153,000	33,500
<i>Overtime</i>	4,344	6,000	6,000	4,000	(2,000)
<i>Employee Recognition</i>	1,635	120	120	-	(120)
<i>Personnel Subtotal</i>	406,041	430,555	416,287	527,512	96,957
<i>Supplies</i>	2,269	2,000	2,000	3,000	1,000
<i>Computer Expenditures</i>	5,182	9,000	9,000	10,800	1,800
<i>Services and Charges</i>	170,779	212,340	212,249	258,453	46,113
<i>Communications</i>	10,852	3,516	2,100	3,936	420
<i>Office Expenditures</i>	131	250	-	250	-
<i>Conferences, Training, & Dues</i>	2,530	6,850	5,299	2,650	(4,200)
<i>Operating Exp Subtotal</i>	191,744	233,956	230,648	279,089	45,133
<i>Division Total</i>	597,784	664,511	646,934	806,601	142,090

Adopted to Estimated Actual FY20:

Division expenditures are expected to be \$17,577 less than budget. The variance is primarily due to the elimination of an Administrative Assistant who provided accounting services to the IT department and a reduction in conference and seminar expenditures due to the Coronavirus outbreak.

FY21 Budget Highlights:

- *Overall division expenditures are \$142,090 higher – an increase of 21.4 percent – compared to budgeted expenditures for FY20. The overall increase is the result of increases in personnel costs of \$96,957 and increases to departmental operating expenses of \$45,133. Departmental operating expenditures increased primarily due to an increase in supplies necessary to maintain aging computer equipment and increases in Software as a Service (SaaS) expenditures.*
- *Division FTEs will increase by 0.5 due to the elimination of a part time Administrative Assistant and the addition of 1 FTE to the department.*
- *Approximately 65.4 percent of division expenditures are personnel costs which is in line with prior years. These personnel costs increased 22.5 percent due to the elimination of 0.5 FTE and the addition of 1 FTE to the department.*
- *Services and charges account for 32 percent of division expenditures, an increase of 21.7 percent from FY20. This increase is primarily due to SaaS price increases and service enhancements. 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.*

FY20 Accomplishments:

- *Replaced the City's aged CCTV system with a modern cloud-based security camera system. This system is critical to the City's security infrastructure.*

- *Transitioned the Senior Leadership staff and remote workers to portable laptop computers. In addition, the mission-critical staff was provided with laptops and technology to continue working from home during the recent pandemic.*
- *Rebuilt the City's onsite data backup system to accommodate the increased volume of data being generated by City operations.*
- *Implemented a cloud-based backup environment for storing the City's data to protect it from environmental and cybersecurity events.*
- *Created an online Tree Removal Permit system that includes workflow, email notification, and credit card payment capabilities.*

FY21 Goals:

- *Replace the City's PBX phone system with a modern IP based system. The new system will improve service reliability and provide staff with additional tools and functionality.*
- *Expand and make service enhancements to the City's wireless (WiFi) network.*
- *Replace the City's building access control system which is past its useful life. The new system will result in improvements to building security as well as the management and operation of the system.*
- *Improve the City's disaster recovery plan to include a fully functional cloud-based disaster recovery site.*
- *Effectively manage the delivery and maintenance of City-wide technology.*

Division Purpose:

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

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 FY18	Actual FY19	Estimated FY20	Projected FY21
Total New Hires	56	63	50	50
Average Days to Hire	80	115	100	90
Number of Workers' Comp Injuries	25	23	29	25
Number of Days Off Due to Injuries	300	550	350	250

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Human Resources</i>	432,024	518,945	522,751	525,050	6,105
<i>Division Total</i>	432,024	518,945	522,751	525,050	6,105

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	255,917	218,875	225,602	249,750	30,875
<i>Fringe Benefits</i>	95,315	106,000	106,000	94,000	(12,000)
<i>Overtime</i>	4,088	13,000	13,000	4,000	(9,000)
<i>Contractual Labor</i>	-	40,000	40,000	-	(40,000)
<i>Employee Recognition</i>	120	120	60	-	(120)
<i>Personnel Subtotal</i>	355,441	377,995	384,662	347,750	(30,245)
<i>Supplies</i>	1,741	1,500	3,000	1,500	-
<i>Computer Expenditures</i>	4,828	2,800	2,800	2,800	-
<i>Services and Charges</i>	21,782	78,600	78,689	60,000	(18,600)
<i>Communications</i>	2,139	3,600	3,600	4,000	400
<i>Office Expenditures</i>	1,114	500	-	1,000	500
<i>Conferences, Training, & Dues</i>	10,726	6,450	2,500	8,000	1,550
<i>Recruitment</i>	34,253	47,500	47,500	100,000	52,500
<i>Operating Exp Subtotal</i>	76,583	140,950	138,089	177,300	36,350
<i>Division Total</i>	432,024	518,945	522,751	525,050	6,105

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$3,806 over budget.*
- *The variance is likely attributable to a large turnover in the department. Contractual labor accounts for \$40,000 of the personnel costs.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$6,105 higher – an increase of 1.2% - compared to budgeted expenditures for FY20.*
- *Approximately 66.2 percent or \$347,750 of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 11.4 percent or \$60,000 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 \$400. This increase is attributable to the replacement of a current cell phone and the addition of a cell phone for the department staff.*
- *Approximately 19 percent of division expenditures are categorized as recruitment expenses. This category includes \$50,000 for job announcements, background checks, and other employee recruitment costs.*
- *Conferences, training and association due represent about 1.5 percent or \$8,000 of the division expenditures and includes SHRM conference (\$6,000) and other personnel trainings (\$2,000).*

FY20 Accomplishments:

- *Successfully recruited for and hired an excellent Deputy City Manager and many other positions through City departments.*
- *Successfully streamlined portions of the hiring process, including steps of recruitment and pre-employment testing.*

- *Began updates to employment forms and documentation.*
- *Continued cooperative rapport with AFSCME and Local 400 unions and began annual process of contract negotiations.*

FY21 Goals:

- *With the planned retirement of the current City Manager on July 1, 2021, work with City Council on the recruitment and hiring process for a new City Manager.*
- *Development of a Human Capital Management program, including: recruiting, training program, and succession planning.*
- *Complete review and update of City policies for best practices.*
- *Complete updates to performance management review process, including development of specific tasks associated with review levels for all positions.*
- *Fully document HR procedures and development of Standard Operating Procedures.*
- *Continue updates to hiring process and new hire orientation.*
- *Develop alternate benefit options for consideration.*
- *Continue work towards an electronic information system for onboarding, employee file documentation, and employee self-service.*

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 FY19	Estimated FY20	Projected FY21
Number of Council meeting supported	48	48	50
Number of other meetings supported	26	20	20
Number of committee applicants processed	47	54	50
Number of Public Information Act requests	19	24	20

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>City Clerk</i>	257,868	290,955	291,367	275,308	(15,647)
<i>Division Total</i>	257,868	290,955	291,367	275,308	(15,647)

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	176,566	187,325	187,325	189,632	2,307
<i>Fringe Benefits</i>	56,459	78,500	78,500	59,614	(18,886)
<i>Overtime</i>	1,081	1,000	2,500	3,500	2,500
<i>Employee Recognition</i>	1,560	90	90	2,000	1,910
<i>Personnel Subtotal</i>	235,666	266,915	268,415	254,746	(12,169)
<i>Supplies</i>	880	1,000	1,000	1,000	-
<i>Computer Expenditures</i>	1,309	1,200	1,200	1,200	-
<i>Services and Charges</i>	9,518	11,300	11,382	12,150	850
<i>Communications</i>	2,300	1,560	1,560	1,432	(128)
<i>Office Expenditures</i>	193	2,000	1,000	1,000	(1,000)
<i>Conferences, Training, & Dues</i>	8,003	6,980	6,810	3,780	(3,200)
<i>Operating Exp Subtotal</i>	22,203	24,040	22,952	20,562	(3,478)
<i>Division Total</i>	257,868	290,955	291,367	275,308	(15,647)

Adopted to Estimated Actual FY20:

- *Division expenditures are projected to be \$412 more than budget.*
- *This variance is primarily attributable to lower than anticipated costs salaries due to a position vacancy.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$15,647 lower – a decrease of 5.4 percent – compared to budgeted expenditures for FY20.*
- *Approximately 92.5 percent of division expenditures are personnel related.*
- *Combined expenditures classified as supplies, computer expenditures, communications, and office expenditures total \$4,632 or 1.7 percent of the division budget.*
- *Services and charges account for around 4.4 percent of the division budget. This category includes \$2,000 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 and \$950 for other ancillary services.*
- *Conferences, training and dues are approximately 1.4 percent of the division budget (\$3,780).*

FY20 Accomplishments:

- *In response to COVID-19 closures, implemented use of online meeting platform for City Council and board, commission, and committee meetings.*
- *Finalized City Code and Charter amendments in preparation for the November 2020 City Election.*
- *Negotiated and completed a Memorandum of Understanding with the Montgomery County Board of Elections.*

FY21 Goals:

- *Conduct November 3, 2020 City Election mainly using vote by mail with limited in-person voting.*
- *Complete board, commission, and committee review and implement new processes to enable inclusive, engaged, productive, and rewarding membership.*
- *Revise and Update Records Retention Schedules.*



Police

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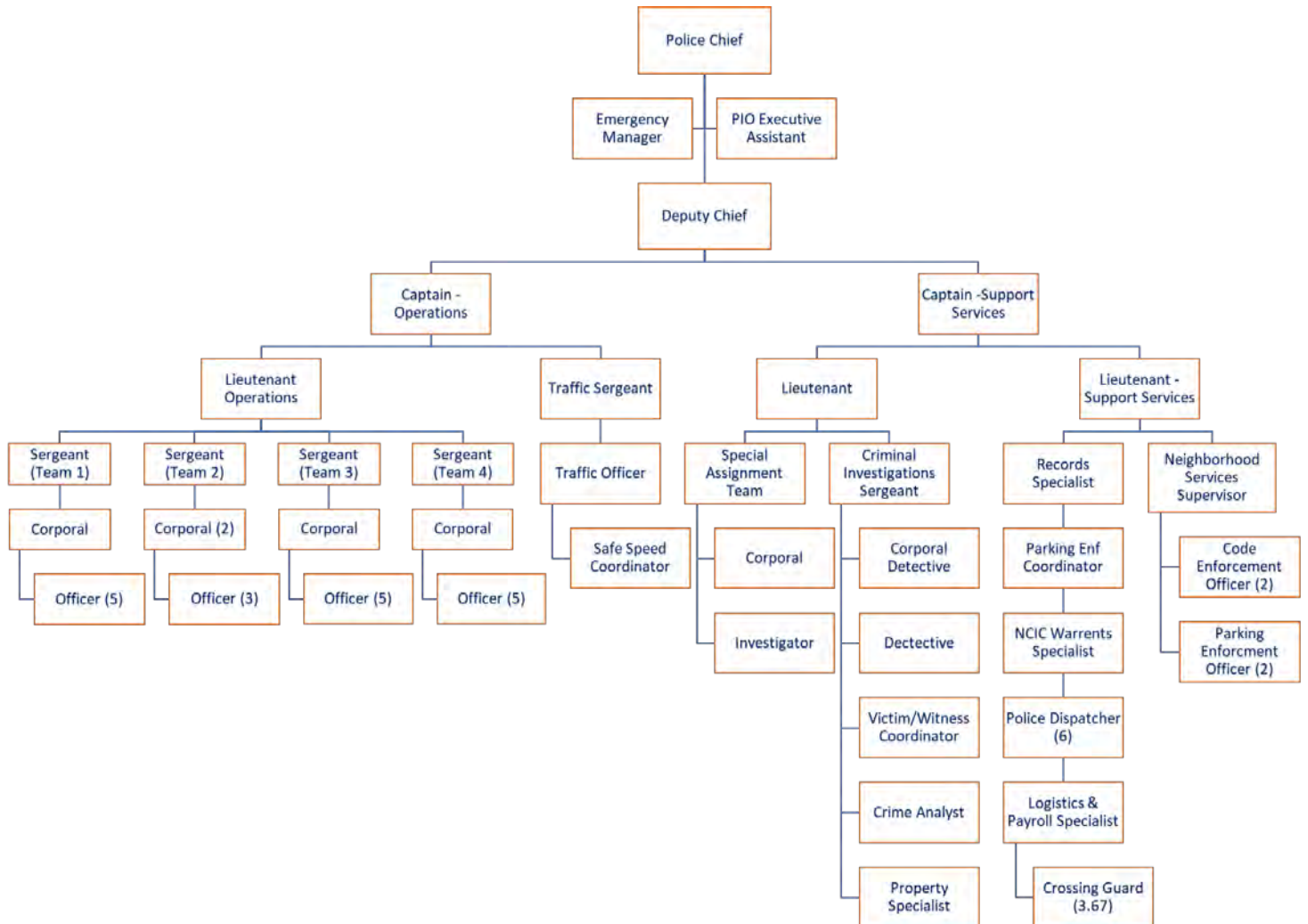
Department Summary

Department Overview:

The Takoma Park Police Department enhances the quality of life in Takoma Park by protecting residents, businesses, visitors, and property. The Department works to promote community building and safety through 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**.*

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Office of the Chief 2100							
Chief of Police	131	159,821.65	167,012.95	1.00	1.00	1.00	-
Deputy Chief of Police	128	126,261.64	131,943.79	-	1.00	1.00	-
Emergency Manager	119	71,182.53	74,380.59	1.00	1.00	1.00	-
PIO/ Executive Assistant	115	71,068.11	74,271.91	1.00	1.00	1.00	-
Total Office of the Chief FTE				3.00	4.00	4.00	-
FTEs with benefits				3.00	4.00	4.00	-
FTEs without benefits				-	-	-	-
Total Office of the Chief FTE				3.00	4.00	4.00	-
Communications 2200							
Senior Dispatcher	116	65,263.39	68,207.57	1.00	1.00	1.00	-
Police Dispatcher	113	52,332.51	57,807.78	1.00	1.00	1.00	-
	113	50,046.46	54,656.06	1.00	1.00	1.00	-
	113	48,578.19	53,873.56	1.00	1.00	1.00	-
	113	47,860.28	50,179.51	1.00	1.00	1.00	-
	113	47,153.00	49,274.88	1.00	1.00	1.00	-
	113	47,153.00	49,275.64	1.00	1.00	1.00	-
Total Communications FTE				7.00	7.00	7.00	-
FTEs with benefits				7.00	7.00	7.00	-
FTEs without benefits				-	-	-	-
Total Communications FTE				7.00	7.00	7.00	-

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Operations 2300							
Police Captain	126	122,052.92	127,545.30	1.00	1.00	1.00	-
Police Lieutenant	124	102,340.66	106,945.99	-	1.00	1.00	-
Police Sergeant	122	83,638.71	87,400.46	1.00	1.00	1.00	-
	122	83,638.71	87,400.46	1.00	1.00	1.00	-
	122	82,402.67	86,118.03	1.00	1.00	1.00	-
	122	82,402.67	86,118.03	1.00	1.00	1.00	-
Police Corporal	119	76,683.80	80,140.63	1.00	1.00	1.00	-
	119	76,683.80	80,140.63	1.00	1.00	1.00	-
	119	74,434.03	80,913.14	1.00	1.00	1.00	-
	119	74,434.03	77,793.14	1.00	1.00	1.00	-
	119	69,094.15	72,206.99	1.00	1.00	1.00	-
Private First Class	117	72,731.59	76,010.79	1.00	1.00	1.00	-
	117	69,554.45	72,685.18	1.00	1.00	1.00	-
	117	65,533.12	68,490.14	1.00	1.00	1.00	-
	117	62,670.44	65,490.57	1.00	1.00	1.00	-
Private	117	61,744.26	64,512.45	1.00	1.00	1.00	-
	117	61,744.26	64,512.45	1.00	1.00	1.00	-
	117	58,174.48	60,795.59	1.00	1.00	1.00	-
	117	57,314.75	63,024.42	1.00	1.00	1.00	-
	117	57,314.75	63,024.42	1.00	1.00	1.00	-
	117	57,314.75	59,904.42	1.00	1.00	1.00	-
	117	57,314.75	59,893.92	1.00	1.00	1.00	-
	117	57,314.75	59,893.92	1.00	1.00	1.00	-
	117	57,314.75	55,665.90	1.00	1.00	1.00	-
Recruit	117	57,314.75	59,904.42	1.00	1.00	1.00	-
	117	57,314.75	59,904.42	1.00	1.00	1.00	-
	117	57,314.75	59,904.42	1.00	1.00	1.00	-
	117	57,314.75	57,383.72	1.00	1.00	1.00	-
Total Operations FTE				27.00	28.00	28.00	-
FTEs with benefits				27.00	28.00	28.00	-
FTEs without benefits				-	-	-	-
Total Operations FTE				27.00	28.00	28.00	-

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Criminal Investigations 2400							
Police Captain	126	119,754.25	125,134.15	1.00	1.00	1.00	-
Police Lieutenant	124	-	105,365.50	-	-	1.00	1.00
Police Sergeant	122	86,166.68	90,052.25	1.00	1.00	1.00	-
	122	82,402.67	86,118.03	1.00	1.00	1.00	-
Police Corporal	119	74,434.03	80,913.14	1.00	1.00	1.00	-
	119	74,434.03	77,793.14	1.00	1.00	1.00	-
	119	68,073.05	71,141.93	1.00	1.00	1.00	-
Private	117	62,670.44	66,468.69	1.00	1.00	1.00	-
	117	61,744.26	64,522.75	1.00	1.00	1.00	-
Victim/Witness Coordinator	117	62,676.68	68,610.57	0.80	0.80	1.00	0.20
Crime Analyst	115	56,843.92	59,401.90	1.00	1.00	1.00	-
Evidence Specialist	113	57,222.63	59,797.95	1.00	1.00	1.00	-
Total Criminal Investigations FTE				10.80	10.80	12.00	1.20
FTEs with benefits				10.80	10.80	12.00	1.20
FTEs without benefits				-	-	-	-
Total Criminal Investigations FTE				10.80	10.80	12.00	1.20
Administrative Services 2500							
Police Captain	126	-	-	1.00	-	-	-
Police Lieutenant	124	92,211.68	96,361.21	-	1.00	1.00	-
Police Sergeant	122	82,402.67	-	-	1.00	-	(1.00)
Logistics/Payroll Specialist	115	68,983.10	72,076.58	1.00	1.00	1.00	-
Parking Enforcement Coordinator	112			1.00	1.00	-	(1.00)
Record Assistant	113	51,559.12	57,003.54	-	-	1.00	1.00
Office Assistant II	111	53,692.35	56,558.68	1.00	1.00	1.00	-
Crossing Guard	105	18,623.90	19,462.08	0.38	0.38	0.38	-
	105	15,875.79	15,800.40	0.38	0.38	0.38	-
	105	15,875.79	15,800.40	0.38	0.38	0.38	-
	105	15,641.18	18,686.32	0.38	0.38	0.38	-
	105	15,641.18	15,566.32	0.38	0.38	0.38	-
	105	14,519.08	15,385.08	0.38	0.38	0.41	0.03
	105	14,736.87	14,258.90	0.38	0.38	0.38	-
	105	13,278.31	13,217.16	0.38	0.38	0.38	-
	105	12,648.00	13,217.16	0.38	0.38	0.38	-
Crossing Guard Substitute	105	6,000.00	6,270.00	0.19	0.19	0.19	-
Total Administrative Services FTE				7.61	8.61	7.64	(0.97)
FTEs with benefits				7.61	8.61	7.64	(0.97)
FTEs without benefits				-	-	-	-
Total Administrative Services FTE				7.61	8.61	7.64	(0.97)

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Neighborhood Services 2600							
Parking Enforcement Officer	112	55,315.21	60,916.02	0.75	1.00	1.00	-
	112	50,797.16	48,823.40	0.75	1.00	1.00	-
Senior Code Enforcement Inspector	116	57,935.03	60,534.76	1.00	1.00	1.00	-
Code Enforcement Inspector	114	50,253.30	52,514.18	1.00	1.00	1.00	-
Neighborhood Services Supervisor	122	95,631.66	99,942.64	1.00	1.00	1.00	-
Total Neighborhood Services FTE				4.50	5.00	5.00	-
FTEs with benefits				4.50	5.00	5.00	-
FTEs without benefits				-	-	-	-
Total Neighborhood Services FTE				4.50	5.00	5.00	-
Speed Camera 0060							
Police Sergeant	122	78,803.07	78,711.27	1.00	1.00	1.00	-
Police Corporal	119	-	78,945.15	-	-	1.00	1.00
Police Officer	117	-	-	1.00	1.00	-	(1.00)
Photo Enforcement Analyst	112	54,497.75	56,948.32	1.00	1.00	1.00	-
Total Speed Camera FTE				3.00	3.00	3.00	-
FTEs with benefits				3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Speed Camera FTE				3.00	3.00	3.00	-
Total Police Department FTE				62.91	66.41	66.64	0.23

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- The overtime reduction of \$60,000 from the Recommended Budget reflects cancelled public events due to COVID-19.
- Cuts from the City Manager's Recommended FY21 budget included an Investigations intern position for \$31,200 and an Administration intern for \$18,720.
- A crossing guard and crossing guard substitute will be held vacant for at least half the year (\$45,409 wage reduction in the Administration Division).
- Salaries for Police Patrol were cut by \$71,170 and Police Retirement by \$47,481 during budget reconciliation.
- Conferences, training, and dues decreased by \$6,500 reduction across all Divisions.

Department Summary

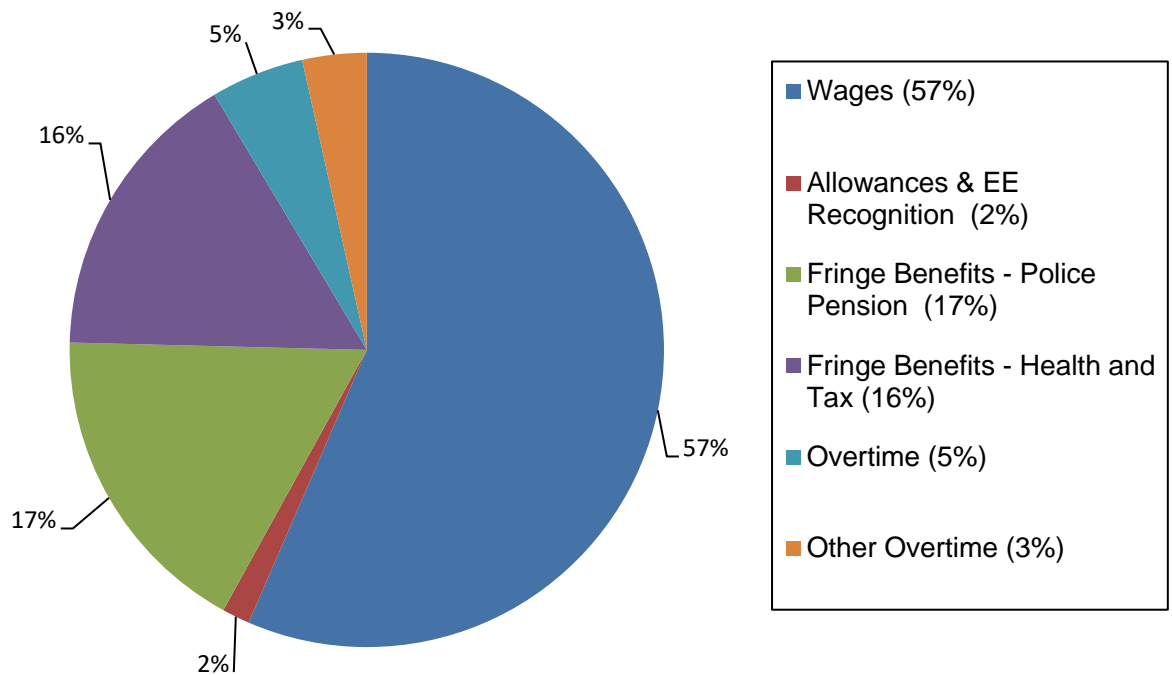
	<i>Actual</i>	<i>Adjusted</i>	<i>Projected</i>	<i>Adopted</i>	<i>Change</i>
<i>Source of Funds</i>	<i>FY19</i>	<i>FY20</i>	<i>FY20</i>	<i>FY21</i>	<i>Adj. FY20-FY21</i>
Police Protection (State)	453,058	442,995	445,000	445,000	2,005
County Police Rebate	1,104,672	1,126,765	1,126,000	1,126,000	(765)
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,714,740	199,593
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	-
Summons and Fines	183,166	210,000	210,000	200,000	(10,000)
Public Parking Facilities	103,160	169,750	90,750	61,500	(108,250)
Parking Permits	11,963	11,000	11,000	11,000	-
Parking Administrative Fees	2,305	4,000	2,000	2,000	(2,000)
Municipal Infractions	12,636	10,000	10,000	10,000	-
Subtotal	4,568,491	4,672,041	4,592,281	4,752,624	80,583
General Fund	3,371,292	3,829,147	4,131,429	4,113,185	284,038
Department Total	7,939,783	8,501,188	8,723,710	8,865,809	364,621

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
Wages	4,214,846	4,452,500	4,441,736	4,503,935	51,435
Car and Clothing Allowances	64,087	89,250	90,422	90,450	1,200
Fringe Benefits	2,317,774	2,522,300	2,551,706	2,663,281	140,981
Overtime	431,662	480,000	509,353	404,430	(75,570)
Overtime -Training	61,713	57,000	68,358	55,800	(1,200)
Overtime -Holiday	19,515	12,000	45,903	15,300	3,300
Night Differential	51,533	72,000	58,653	86,500	14,500
Overtime -Court	28,838	51,000	51,373	58,770	7,770
Overtime Staffing	52,897	22,500	107,912	62,000	39,500
K-9 Allowance	12,980	5,720	11,440	19,500	13,780
Employee Recognition	16,685	7,399	92,399	10,500	3,101
Personnel Subtotal	7,272,530	7,771,669	8,029,255	7,970,466	198,797
Supplies	103,654	92,218	96,520	112,620	20,402
Computer Expenditures	26,247	22,700	24,959	25,528	2,828
Vehicle Fuel	80,942	107,000	107,000	108,000	1,000
Repairs & Maintenance	66,052	79,000	64,900	69,600	(9,400)
Services and Charges	208,522	233,011	184,532	350,189	117,178
Communication	60,865	64,340	71,732	81,896	17,556
Office Expenditures	33,856	28,200	28,865	29,200	1,000
Conferences, Training, & Dues	66,562	76,990	84,395	84,212	7,222
Recruitment	11,196	14,920	20,412	14,090	(830)
Special Events & Programs	9,356	11,140	11,140	20,008	8,868
Operating Exp Subtotal	667,253	729,519	694,455	895,343	165,824
Department Total	7,939,783	8,501,188	8,723,710	8,865,809	364,621

Police Personnel Expenditure by Type - Total

7,970,466

Wages (57%)	4,503,935
Allowances & EE Recognition (2%)	120,450
Fringe Benefits-Police Pension (17%)	1,385,017
Fringe Benefits-Health and Tax (16%)	1,278,264
Overtime (5%)	404,430
Other Overtime (3%)	278,370



Department Summary

<i>Dept. Expenditures By DIVISION</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Office of the Chief</i>	821,312	898,718	919,453	1,067,325	168,607
<i>Communications</i>	539,467	593,880	602,055	617,623	23,743
<i>Operations</i>	3,766,345	4,184,663	4,314,675	4,051,705	(132,958)
<i>Criminal Investigations</i>	1,441,924	1,270,618	1,483,383	1,719,860	449,242
<i>Administrative Services</i>	950,834	1,071,629	959,558	832,187	(239,442)
<i>Neighborhood Services</i>	419,900	481,680	444,586	577,109	95,429
<i>Department Total</i>	7,939,783	8,501,188	8,723,710	8,865,809	364,621



Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$222,522 higher than budgeted.*
- *The variance is attributable to higher than anticipated personnel overtime costs due to several resignations.*

FY21 Budget Highlights:

- *Departmental expenditures are up \$364,621 — an increase of 4.3 percent — compared to budgeted expenditures for FY20.*
- *The variance is attributable to additional services and charges due to the addition of in-car cameras in all patrol vehicles, and the associated costs of storage for the resulting video.*
- *Approximately 90 percent, or \$8 million, of departmental expenditures are personnel related.*
- *Supplies account for about 1.3 percent of the departmental expenditures, which include items such as uniforms and body armor for new hires and replacement body armor for current employees (\$28,684), detective supplies (\$5,000), expendable supplies (\$11,200), Clean and Lien (\$5,000), and educational supplies related to Neighborhood Services Team activities (\$14,500).*
- *Vehicle-related expenditures account for about 2 percent of adopted departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$108,000) and vehicle repair materials (\$69,600).*
- *Services and charges account for about 3.9 percent of departmental expenditures. These include the contractual costs for parking ticket processing and parking meter collection, the contract for the in-car, body-worn, and interview room cameras, and the contract with the International Association of Chiefs of Police for a future promotional process.*

FY20 Accomplishments:

- *Police Department will be at full staffing with upcoming recruit graduations. 4 recruits graduated from the Montgomery County Police Academy in August, 2019. Hired 6 lateral police officers. We have 4 police officer recruits currently in police academies. One is in the Frederick Academy and graduating in June, and 3 are in the Montgomery County Police Academy, graduating in July.*

Department Summary

- *Neighborhood Services is now at full staffing, with the hiring of a second full time Parking Enforcement Officer.*
- *Completed installation of in car camera systems on all Patrol Vehicles.*
- *Numerous Police Department staff took part in Implicit Bias Training.*
- *Negotiated a new contract for Safe Speed, resulting in a significant savings for the City.*
- *Reworked the contract with Axon, consolidating costs for the Body Worn Cameras, In Car Cameras and Tasers over 5 years, resulting in significant savings.*
- *Department personnel participated in Breast Cancer Awareness in October, which included wearing pink badges for the month. Numerous personnel also participated in No Shave November for prostate cancer awareness.*
- *Officers and staff participated in the Maryland State Police Polar Bear Plunge in January, raising money for Maryland Special Olympics.*
- *Created a detailed COVID Response Guide.*
- *The Police Department participated in Coffee with a Cop, Winter Coat Drive, School Supply Drive and Towel/Blanket Drive for pets.*
- *The Police Department has begun transitioning to a Hybrid model of pursuit rated patrol SUV*

FY21 Goals:

- *The mobile surveillance solution, which 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.*
- *Upcoming construction work in the Police Department will provide greater work space, and provide better and more professional working conditions for staff.*
- *The department will continue to reduce its carbon footprint with the purchase of additional Hybrid patrol vehicles to replace conventional gasoline engine SUVs. Neighborhood Services has received approval to lease 3 electric vehicles for Parking Enforcement and Code Enforcement.*

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 regarding 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Number of officers hired	4	6	7	4
Number of civilians hired	3	4	5	2
Emergency Management activities	53	50	50	50
Emergency Management training	44	40	40	40
Community events	38	35	35	35
Community advisories	328	328	328	325
Council of Governments meetings	24	24	24	24

Office of the Chief

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Office of the Chief</i>	821,312	898,718	919,453	1,067,325	168,607
<i>Division Total</i>	821,312	898,718	919,453	1,067,325	168,607

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	369,457	419,231	416,370	447,609	28,378
<i>Car and Clothing Allowances</i>	-	2,000	3,172	4,600	2,600
<i>Fringe Benefits</i>	142,900	208,000	208,000	217,330	9,330
<i>Overtime</i>	11,335	10,000	10,000	9,000	(1,000)
<i>Overtime Staffing</i>	576	-	2,000	-	-
<i>Employee Recognition</i>	620	120	2,981	-	(120)
<i>Personnel Subtotal</i>	524,889	639,351	642,523	678,539	39,188
<i>Supplies</i>	50,316	24,950	27,473	34,410	9,460
<i>Computer Expenditures</i>	5,319	4,600	6,255	4,600	-
<i>Services and Charges</i>	133,563	118,767	119,276	222,966	104,199
<i>Office Expenditures</i>	23,799	15,000	15,000	15,500	500
<i>Conferences, Training, & Dues</i>	62,875	69,990	77,374	77,212	7,222
<i>Recruitment</i>	11,196	14,920	20,412	14,090	(830)
<i>Special Events & Programs</i>	9,356	11,140	11,140	20,008	8,868
<i>Operating Exp Subtotal</i>	296,423	259,367	276,930	388,786	129,419
<i>Division Total</i>	821,312	898,718	919,453	1,067,325	168,607

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$20,735 more than budget.*
- *The variance is attributable in part to additional expenditures in recruiting due to filling positions left vacant by resignations*

FY21 Budget Highlights:

- *Division expenditures are \$168,607 higher – an increase of 18.8 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable primarily to additional costs associated with the in-car video cameras.*
- *Division FTEs remain the same.*
- *Approximately 63.6 percent of division expenditures are personnel related.*
- *Supplies account for about 3.2 percent of division expenditures, which include purchases related to body armor and uniforms for new hires (\$22,464), replacement of aging body armor for existing staff (\$6,220), and uniforms for civilian staff (\$3,500).*
- *Services and charges account for about 20.9 percent of division expenditures and include contractual costs, which have an associated combined cost of \$222,966. The main expense under this category is for the upgrading of body-worn cameras and the storage of video from body and in-car cameras, which is estimated to be \$159,667 in FY21.*
- *Conferences, training, and dues account for about 7.2 percent, or \$77,212, of division expenditures, which are largely comprised of the police accreditation program (\$15,000), firearms training (\$22,000), and other training and conferences including the International Association of Chiefs of Police, Maryland Chiefs Conference, and FBI National Academy Conference (\$33,237). Other professional organization training, publications, and professional dues total \$6,975.*
- *Recruitment accounts for 1.3 percent of division expenditures and includes job fairs (\$2,700), medical, psychological and polygraph tests (\$9,690), and credit reporting, fingerprinting, and office supplies (\$1,700).*
- *Special Events and Programs account for 1.9 percent of division expenditures, which consists of Emergency Response Team supplies (\$10,000) and the Neighborhood Services Team electric vehicle leases (\$10,008).*
- *Office Expenditures account for 1.5 percent of division expenditures which include the employee recognition and awards event (\$7,500). Computer expenditures account for .4 percent of the division expenditures. These funds are used to replace aging computer equipment (\$4,600).*

Communications

Division Purpose:

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

Management Objectives:

- *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	12,618	16,500
Phone Calls received	15,936	18,000	20,000
Training classes	84	84	84
Warrants Processed	311	309	325

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Communications</i>	539,467	593,880	602,055	617,623	23,743
<i>Division Total</i>	539,467	593,880	602,055	617,623	23,743

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	339,970	356,310	356,310	383,275	26,965
<i>Car and Clothing Allowances</i>	1,680	3,360	3,360	3,850	490
<i>Fringe Benefits</i>	119,139	142,500	142,500	139,758	(2,742)
<i>Overtime</i>	46,995	45,000	56,175	40,500	(4,500)
<i>Overtime -Training</i>	-	-	-	900	900
<i>Overtime -Holiday</i>	-	-	3,000	2,700	2,700
<i>Night Differential</i>	5,488	13,500	7,500	13,500	-
<i>Employee Recognition</i>	2,710	210	210	-	(210)
<i>Personnel Subtotal</i>	515,983	560,880	569,055	584,483	23,603
<i>Supplies</i>	-	3,360	3,360	3,500	140
<i>Computer Expenditures</i>	1,000	5,300	5,300	5,300	-
<i>Communication</i>	22,419	24,140	24,140	24,140	-
<i>Office Expenditures</i>	65	200	200	200	-
<i>Operating Exp Subtotal</i>	23,484	33,000	33,000	33,140	140
<i>Division Total</i>	539,467	593,880	602,055	617,623	23,743

Communications

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$8,175 more than budgeted.*
- *The variance is attributable to overtime due to ongoing staff vacancies.*

FY21 Budget Highlights:

- *Division expenditures are \$23,743 higher — an increase of 4 percent — compared to budgeted expenditures for FY20.*
- *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).*
- *Supplies account for just under 0.6 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.*
- *Computer Expenditures account for 0.9 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.*



Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Number of Security Surveys	20	20	20
Foot and Bike Patrol Hours	3,976.5	3,000	3,500
Number of Vacant Home Checks	116	116	120
Number of traffic stops	3,333	2,337	3,000

Operations

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Operations</i>	3,766,345	4,184,663	4,314,675	4,051,705	(132,958)
<i>Division Total</i>	3,766,345	4,184,663	4,314,675	4,051,705	(132,958)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	2,009,663	2,116,025	2,045,970	1,988,830	(127,195)
<i>Car and Clothing Allowances</i>	44,433	52,000	52,000	56,000	4,000
<i>Fringe Benefits</i>	1,143,540	1,384,800	1,384,800	1,320,635	(64,165)
<i>Overtime</i>	221,828	295,000	295,000	264,780	(30,220)
<i>Overtime -Training</i>	61,189	55,000	65,302	49,500	(5,500)
<i>Overtime -Holiday</i>	19,415	11,000	41,903	8,100	(2,900)
<i>Night Differential</i>	40,111	45,000	45,000	60,000	15,000
<i>Overtime -Court</i>	28,627	50,000	50,000	54,000	4,000
<i>Overtime Staffing</i>	48,516	20,000	99,098	60,000	40,000
<i>K-9 Allowance</i>	12,980	5,720	11,440	19,500	13,780
<i>Employee Recognition</i>	7,220	4,310	74,365	8,500	4,190
<i>Personnel Subtotal</i>	3,637,521	4,038,855	4,164,878	3,889,845	(149,010)
<i>Supplies</i>	20,444	14,408	15,961	25,210	10,802
<i>Computer Expenditures</i>	659	2,400	2,400	2,400	-
<i>Vehicle Fuel</i>	62,244	85,000	85,000	85,000	-
<i>Repairs & Maintenance</i>	36,084	42,000	40,000	42,500	500
<i>Services and Charges</i>	7,586	1,000	4,750	5,750	4,750
<i>Office Expenditures</i>	1,207	1,000	1,665	1,000	-
<i>Conferences, Training, & Dues</i>	600	-	21	-	-
<i>Operating Exp Subtotal</i>	128,824	145,808	149,797	161,860	16,052
<i>Division Total</i>	3,766,345	4,184,663	4,314,675	4,051,705	(132,958)

Operations

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$130,012 more than budget.*
- *The variance is primarily attributable to higher than expected overtime costs due to several unexpected resignations.*

FY21 Budget Highlights:

- *Division expenditures are \$132,958 lower — a decrease of 3.2 percent — compared to budgeted expenditures for FY20.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about 0.6 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 and costs (\$14,010).*
- *Vehicle fuel accounts for the largest spending in the division operating expenditures, approximately 2 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 1 percent (\$42,500). This category includes repair and maintenance for all of the police vehicles.*
- *Conferences, dues, and training for Operations staff are included in the Office of the Chief division, as it may cover staff from other divisions in the Police Department.*



Division Purpose:

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

Management Objectives:

- *Increase arrests in the Criminal Investigations Unit through a collaborative effort of all members of the unit that include 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:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Number of cases assigned	158	169	165
Number of cases closed	100	107	110
Number of cases exceptionally cleared	8	4	10
Closure/clearance percentage	63	66	60
Number of search warrants obtained	67	67	25
Number of arrest warrants obtained	28	26	50

Criminal Investigations

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Criminal Investigations</i>	1,441,924	1,270,618	1,483,383	1,719,860	449,242
<i>Division Total</i>	1,441,924	1,270,618	1,483,383	1,719,860	449,242

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	734,871	740,568	946,031	955,320	214,752
<i>Car and Clothing Allowances</i>	13,359	18,000	18,000	15,100	(2,900)
<i>Fringe Benefits</i>	497,688	310,000	310,000	583,480	273,480
<i>Overtime</i>	134,007	110,000	127,428	75,150	(34,850)
<i>Overtime--Training</i>	524	2,000	2,556	4,050	2,050
<i>Overtime--Holiday</i>	-	1,000	1,000	3,600	2,600
<i>Night Differential</i>	5,366	12,500	5,153	12,500	-
<i>Overtime--Court</i>	211	1,000	1,373	4,500	3,500
<i>Overtime--Staff Shortage</i>	3,805	2,500	6,814	2,000	(500)
<i>Employee Recognition</i>	2,680	800	8,773	-	(800)
<i>Personnel Subtotal</i>	1,392,511	1,198,368	1,427,128	1,655,700	457,332
<i>Supplies</i>	5,398	5,000	5,226	5,000	-
<i>Computer Expenditures</i>	1,192	2,000	2,604	2,500	500
<i>Vehicle Fuel</i>	13,121	15,000	15,000	16,000	1,000
<i>Repairs & Maintenance</i>	21,387	29,000	18,000	20,000	(9,000)
<i>Services and Charges</i>	5,015	13,250	7,425	12,159	(1,091)
<i>Office Expenditures</i>	3,301	5,500	5,500	6,000	500
<i>Conferences, Training, & Dues</i>	-	2,500	2,500	2,500	-
<i>Operating Exp Subtotal</i>	49,413	72,250	56,255	64,159	(8,091)
<i>Division Total</i>	1,441,924	1,270,618	1,483,383	1,719,860	449,242

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$212,765 more than budget.*
- *The variance is attributable to higher personnel costs due to the addition of a Police Lieutenant to the unit, and the reclassification of the Victim/Witness Coordinator position from less than full time (0.8) to full time.*

FY21 Budget Highlights:

- *Division expenditures are \$449,242 higher – an increase of 35.4 percent – compared to budgeted expenditures for FY20.*
- *The increase is attributable to higher personnel costs due to reorganization of the department.*
- *Division FTEs are increased by 0.2, from 11.8 to 12.*
- *Approximately 96.3 percent of division expenditures are personnel related.*
- *The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$20,000), which is 1.2 percent of the budgeted amount, and vehicle fuel, which is 0.9 percent (\$16,000).*
- *Services and charges make up approximately 0.7 percent of division expenditures. This includes charges for Blue Team and IA Pro Internal (\$2,148), and Lexus Nexus (\$6,074).*
- *Supplies make up just under 0.3 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 2018	Calendar 2019	Projected 2020
Total Parking Permits Issued	607	650	650
Total Parking citations processed	4,303	3,503	5,500
Number of reports processed	1,280	1,280	2,000



Administrative Services

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Administrative Services</i>	950,834	1,071,629	959,558	832,187	(239,442)
<i>Division Total</i>	950,834	1,071,629	959,558	832,187	(239,442)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	507,571	555,236	432,425	406,170	(149,066)
<i>Car and Clothing Allowances</i>	3,655	11,490	11,490	8,150	(3,340)
<i>Fringe Benefits</i>	309,234	379,000	379,000	269,077	(109,923)
<i>Overtime</i>	14,731	15,000	15,750	10,500	(4,500)
<i>Overtime--Training</i>	-	-	500	1,350	1,350
<i>Overtime--Holiday</i>	-	-	-	900	900
<i>Night Differential</i>	569	1,000	1,000	500	(500)
<i>Overtime--Court</i>	-	-	-	270	270
<i>Employee Recognition</i>	1,835	1,309	5,420	2,000	691
<i>Personnel Subtotal</i>	837,594	963,035	845,585	698,917	(264,118)
<i>Supplies</i>	20,195	22,500	22,500	22,500	-
<i>Computer Expenditures</i>	17,428	8,400	8,400	9,128	728
<i>Vehicle Fuel</i>	5,576	7,000	7,000	7,000	-
<i>Repairs & Maintenance</i>	5,759	4,000	2,900	3,100	(900)
<i>Services and Charges</i>	20,834	20,494	19,581	27,786	7,292
<i>Communication</i>	38,446	40,200	47,592	57,756	17,556
<i>Office Expenditures</i>	1,914	1,500	1,500	1,500	-
<i>Conferences, Training, & Dues</i>	3,087	4,500	4,500	4,500	-
<i>Operating Exp Subtotal</i>	113,240	108,594	113,973	133,270	24,676
<i>Division Total</i>	950,834	1,071,629	959,558	832,187	(239,442)

Administrative Services

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$112,071 less than budget.*
- *The decrease is due to lower personnel costs as a result of 2 resignations.*

FY21 Budget Highlights:

- *Division expenditures are \$239,442 lower — a decrease of 22.3 percent — compared to budgeted expenditures for FY20.*
- *The decrease is due to lower personnel costs.*
- *Division FTEs decrease from 8.65 to 7.67, with the reassignment of a Police Sergeant and the addition of an on-call part-time crossing guard.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Approximately 2.7 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 3.3 percent of division expenditures which include computer fees (\$3,108), postage/delivery (\$3,500), copying (\$5,928), and printing (\$13,000).*
- *Communication accounts for 6.9 percent of division expenditures: telephone (\$9,000) and cell phones (\$48,756) for the Department.*
- *Computer expenditures accounts for 1.1 percent (\$9,128) 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 2018	Calendar 2019	Projected 2020
Parking citations Issued	3,777	3,091	5,500
Property Maintenance Code Complaints	361	676	650
Property Maintenance Code Cases Closed	312	235	250
Anti- Litter Events	2	2	3
Education Events	1	3	3

Neighborhood Services

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Neighborhood Services</i>	419,900	481,680	444,586	577,109	95,429
<i>Division Total</i>	419,900	481,680	444,586	577,109	95,429

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	253,313	265,130	244,630	322,731	57,601
<i>Car and Clothing Allowances</i>	960	2,400	2,400	2,750	350
<i>Fringe Benefits</i>	105,273	98,000	127,406	133,000	35,000
<i>Overtime</i>	2,766	5,000	5,000	4,500	(500)
<i>Overtime--Holiday</i>	101	-	-	-	-
<i>Employee Recognition</i>	1,620	650	650	-	(650)
<i>Personnel Subtotal</i>	364,032	371,180	380,086	462,981	91,801
<i>Supplies</i>	7,302	22,000	22,000	22,000	-
<i>Computer Expenditures</i>	650	-	-	1,600	1,600
<i>Repairs & Maintenance</i>	2,822	4,000	4,000	4,000	-
<i>Services and Charges</i>	41,525	79,500	33,500	81,528	2,028
<i>Office Expenditures</i>	3,570	5,000	5,000	5,000	-
<i>Operating Exp Subtotal</i>	55,868	110,500	64,500	114,128	3,628
<i>Division Total</i>	419,900	481,680	444,586	577,109	95,429

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$37,094 less than budget, a decrease of 7.7%*
- *The decrease is mainly due to decreased personnel costs due to the delay in filling the second parking enforcement officer position, due to staffing issues in other areas.*

FY21 Budget Highlights:

- *Division expenditures are \$95,429 higher — an increase of 19.8 percent — compared to budgeted expenditures for FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 80.2 percent of division expenditures are personnel related.*
- *Supplies account for 3.8 percent of division expenditures; this includes costs for Safe Grow and education efforts (\$14,500), and Clean and Lien (\$5,000).*
- *Services and charges make up approximately 14.1 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 (\$4,908) and postage/delivery for Neighborhood Services mailings (\$1,500).*
- *Office Expenditures make up approximately 0.9 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 0.7 percent of division expenditures, and consists of repair and replacement of parking meters.*



City of Takoma Park



LED Streetlight Replacement Project

Public Works

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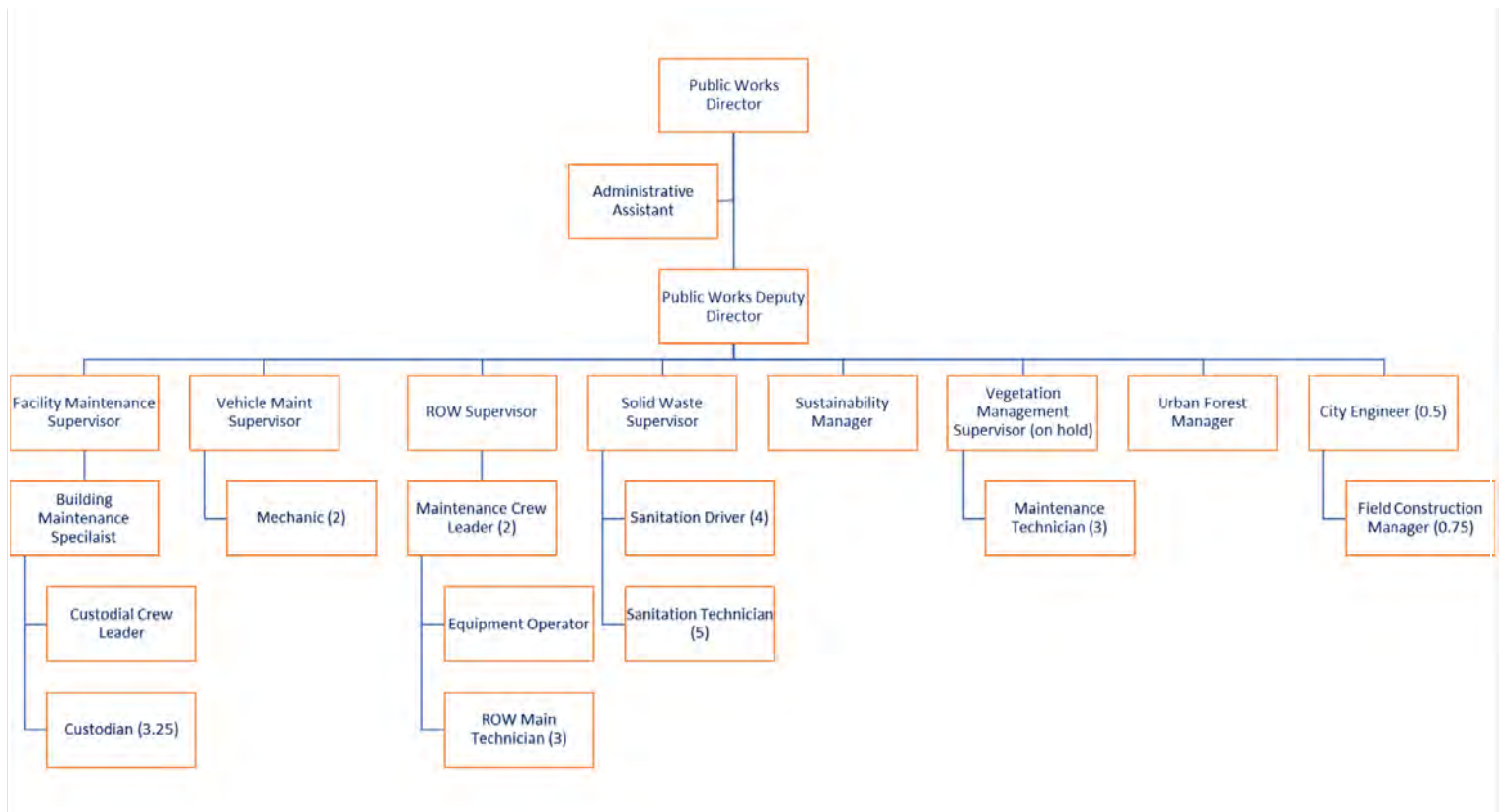
Department Summary

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.***

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Public Works Administraton 3100							
Director of Public Works	130	133,122.64	139,113.16	1.00	1.00	1.00	-
Deputy Director of Public Works	126	-	108,680.00	-	-	1.00	1.00
Admin Assistant	111	48,179.12	50,340.58	1.00	1.00	1.00	-
Total Public Works Administration FTE				2.00	2.00	3.00	1.00
FTEs with benefits				2.00	2.00	3.00	1.00
FTEs without benefits				-	-	-	-
Total Public Works Administration FTE				2.00	2.00	3.00	1.00
Building Maintenance 3200							
Facility Maintenance Supervisor	120	74,741.64	78,097.45	1.00	1.00	1.00	-
Building Maintenance Specialist	114	58,321.02	59,565.00	1.00	1.00	1.00	-
Custodial Crew Leader	110	48,700.56	50,883.98	1.00	1.00	1.00	-
Custodian	106	45,134.13	47,167.12	1.00	1.00	1.00	-
	106	45,134.13	47,167.12	1.00	1.00	1.00	-
	106	40,066.06	41,864.34	1.00	1.00	1.00	-
	106	11,284.00	11,792.00	0.25	0.25	0.25	-
Total Building Maintenance FTE				6.25	6.25	6.25	-
FTEs with benefits				6.00	6.00	6.00	-
FTEs without benefits				0.25	0.25	0.25	-
Total Building Maintenance FTE				6.25	6.25	6.25	-
Equipment Maintenance 3300							
Vehicle Maintenance Supervisor	120	79,328.06	82,901.10	1.00	1.00	1.00	-
Mechanic	114	66,683.66	69,685.62	1.00	1.00	1.00	-
	114	51,007.09	53,297.28	1.00	1.00	1.00	-
Total Equipment Maintenance FTE				3.00	3.00	3.00	-
FTEs with benefits				3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Equipment Maintenance FTE				3.00	3.00	3.00	-

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Right of way - 3400							
Right of Way Maintenance Supervisor	119	74,434.03	79,966.74	1.00	1.00	1.00	-
Right of Way Crew Leader	112	52,898.87	53,717.26	1.00	1.00	1.00	-
	112	50,588.10	52,861.95	1.00	1.00	1.00	-
Equipment Operator	110	48,700.56	50,883.98	1.00	1.00	1.00	-
Right of Way Maintenance Technican	109	49,227.61	51,449.11	1.00	1.00	1.00	-
	109	45,020.73	47,036.70	1.00	1.00	1.00	-
	109	44,355.40	47,341.25	1.00	1.00	1.00	-
	109	50,715.52	-	1.00	1.00	-	(1.00)
Total Right of Way FTE				8.00	8.00	7.00	(1.00)
FTEs with benefits				8.00	8.00	7.00	(1.00)
FTEs without benefits				-	-	-	-
Total Right of Way FTE				8.00	8.00	7.00	(1.00)
Solid Waste 3500							
Solid Waste Supervisor	119	79,001.56	82,553.33	1.00	1.00	1.00	-
Sanitation Driver	110	54,050.05	56,491.86	1.00	1.00	1.00	-
	110	49,431.05	51,644.74	1.00	1.00	1.00	-
	110	48,700.56	50,883.98	1.00	1.00	1.00	-
	110	47,271.76	49,405.93	1.00	1.00	1.00	-
Sanitation Technican I	107	47,783.36	49,927.59	1.00	1.00	1.00	-
	107	46,690.47	48,775.58	1.00	1.00	1.00	-
	107	46,000.47	48,080.03	1.00	1.00	1.00	-
	107	46,000.47	48,080.03	1.00	1.00	1.00	-
	107	46,000.47	48,680.03	1.00	1.00	1.00	-
Total Solid Waste FTE				10.00	10.00	10.00	-
FTEs with benefits				10.00	10.00	10.00	-
FTEs without benefits				-	-	-	-
Total Solid Waste FTE				10.00	10.00	10.00	-
Sustainability 3600							
Sustainability Manager	122	98,522.13	102,964.00	1.00	1.00	1.00	-
Total Sustainability FTE				1.00	1.00	1.00	-
FTEs with benefits				1.00	1.00	1.00	-
FTEs without benefits				-	-	-	-
Total Sustainability FTE				1.00	1.00	1.00	-

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Vegetation Management 3700							
Vegetation Management Supervisor	119	-	76,285.00	1.00	1.00	1.00	-
Garden Maintenance Technican	109	50,715.52	52,992.37	1.00	1.00	1.00	-
	109	47,077.20	49,188.57	1.00	1.00	1.00	-
	109	47,077.20	47,431.06	1.00	1.00	1.00	-
Total Vegetation Management FTE				4.00	4.00	4.00	-
FTEs with benefits				4.00	4.00	4.00	-
FTEs without benefits				-	-	-	-
Total Vegetation Management FTE				4.00	4.00	4.00	-
Urban Forest 3800							
Urban Forest Manager	118	88,628.38	82,000.00	1.00	1.00	1.00	-
Total Urban Forest FTE				1.00	1.00	1.00	-
FTEs with benefits				1.00	1.00	1.00	-
FTEs without benefits				-	-	-	-
Total Urban Forest FTE				1.00	1.00	1.00	-
City Engineer 3900							
City Engineer	126	56,415.29	58,958.90	0.50	0.50	0.50	-
Public Works Projects Coordinator	119	44,000.41	-	0.60	0.60	-	(0.60)
Field Construction Manager	119	56,662.90	59,209.10	0.75	0.75	0.75	-
Total City Engineer FTE				1.85	1.85	1.25	(0.60)
FTEs with benefits				1.85	1.85	1.25	(0.60)
FTEs without benefits				-	-	-	-
Total City Engineer FTE				1.85	1.85	1.25	(0.60)
Stormwater 0030							
City Engineer	126	56,415.29	58,958.90	0.50	0.50	0.50	-
Public Works Projects Coordinator	119	29,333.61	-	0.40	0.40	-	(0.40)
Field Construction Manager	119	18,887.63	19,736.29	0.25	0.25	0.25	-
Total Stormwater FTE				1.15	1.15	0.75	(0.40)
FTEs with benefits				1.15	1.15	0.75	(0.40)
FTEs without benefits				-	-	-	-
Total Stormwater FTE				1.15	1.15	0.75	(0.40)
Total Public Works Department FTE				38.25	38.25	37.25	(1.00)

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- In Public Works, the Vegetative Maintenance Supervisor (\$127,922 wage reduction) and Urban Forest Intern (\$7,800 wage reduction) positions will be held vacant for at least half the year.
- The Deputy Public Works Director position will be vacant for the first two months of the fiscal year (\$13,672) and Right of Way temporary assistance was reduced by \$8,000.
- The \$30,000 allocation for Sustainability Outreach and Events was cut.
- Conferences, training, and dues decreased by \$2,300 across all Divisions.



Department Summary

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
Highway User Fees	395,435	495,471	493,602	453,379	(42,092)
In Lieu of Road Maintenance	743,199	743,199	743,199	743,199	-
Waste Collection Charges	62,643	65,000	47,000	48,000	(17,000)
Recyclable Sales	342	200	292	300	100
Mulch Sales	22,416	22,000	22,000	22,000	-
Special Trash Pickup	12,005	9,500	10,000	10,000	500
Excavation/Driveway Permits	3,907	3,200	5,000	4,000	800
Tree Permits	19,920	17,000	26,000	23,000	6,000
Tree Fund	25,000	25,000	25,000	25,000	-
Subtotal	1,284,868	1,380,570	1,372,092	1,328,878	(51,692)
General Fund	3,787,806	3,691,169	3,732,847	4,067,469	376,300
Department Total	5,072,674	5,071,739	5,104,940	5,396,347	324,608

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
Wages	1,983,927	1,953,520	1,795,707	2,293,279	339,759
Car and Clothing Allowances	12,754	14,788	12,094	17,550	2,763
Fringe Benefits	827,583	950,000	889,000	953,806	3,806
Overtime	160,665	103,935	118,655	97,149	(6,786)
Night Differential	2,960	2,500	2,500	4,160	1,660
Contractual Labor	187,759	64,650	198,000	77,402	12,752
Employee Recognition	13,470	11,231	9,410	4,000	(7,231)
Personnel Subtotal	3,189,119	3,100,623	3,025,366	3,447,346	346,723
Supplies	236,509	271,434	224,938	255,770	(15,664)
Computer Expenditures	8,380	10,800	11,868	1,800	(9,000)
Vehicle Fuel	81,871	80,375	77,500	80,500	125
Repairs and Maintenance	148,010	132,000	134,000	137,000	5,000
Services and Charges	994,317	1,166,012	1,068,900	1,088,152	(77,860)
Communication	27,817	31,950	34,210	31,624	(326)
Utilities	357,607	226,480	489,200	294,240	67,760
Office Expenditures	15,805	15,000	13,500	16,200	1,200
Conferences, Training, & Dues	12,939	22,065	10,457	18,715	(3,350)
Special Events & Programs	300	15,000	15,000	25,000	10,000
Operating Exp Subtotal	1,883,555	1,971,116	2,079,573	1,949,001	(22,115)
Department Total	5,072,674	5,071,739	5,104,939	5,396,347	324,608

Department Summary

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Administration</i>	611,870	314,625	312,303	459,128	144,503
<i>Building Maintenance</i>	888,039	842,845	870,998	1,002,377	159,532
<i>Equipment Maintenance</i>	530,804	488,580	478,785	514,054	25,474
<i>Right-of-Way Maintenance</i>	1,135,744	952,877	1,115,150	962,310	9,433
<i>Solid Waste Management</i>	1,091,958	1,088,249	1,200,330	1,210,047	121,798
<i>Sustainability</i>	3,374	484,280	355,285	377,339	(106,941)
<i>Vegetation Management</i>	219,317	310,320	228,025	296,974	(13,346)
<i>Urban Forest</i>	264,852	283,350	269,456	286,200	2,850
<i>City Engineer</i>	326,716	306,613	274,607	287,918	(18,695)
<i>Department Total</i>	5,072,674	5,071,739	5,104,939	5,396,347	324,608

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$33,200 higher than budget.*
- *The variances include decreased expenditures for personnel costs due to vacancies and increased expenditure for the LED streetlight conversion.*

FY21 Budget Highlights:

- *Departmental expenditures are \$324,608 higher — an increase of 6.4 percent — compared to budgeted expenditures for FY20.*
- *Department FTEs increase by 0.4 (creation of a Deputy Director position from the prior Special Projects Coordinator position whose salary was split 60/40 between City Engineer Division and the Stormwater Budget)*
- *Approximately 64 percent of departmental expenditures are personnel related.*
- *Personnel costs are up 11.2 percent, or \$346,723, compared to budgeted expenditures for FY20, primarily due to increased FTE and wage and fringe benefit increases.*
- *Supplies account for 4.7 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 1.5 percent of department expenditures and include fuel used for Public Works and all other Departments except the Police Department.*
- *Repairs and maintenance comprise 2.5 percent of department expenditures.*
- *Services and charges account for 20.2 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 5.5 percent of departmental expenditures.*
- *The following expenditures account for less than one percent of budget expenditures each: computer expenditures - 0.03 percent, communications - 0.6 percent, office expenditures - 0.3 percent, conferences, training and dues - 0.3 percent and special events - 0.5 percent.*

FY20 Accomplishments:

- *Oversaw the construction of the Flower Avenue Green Street project.*
- *Completed the new sidewalk construction and installation of significant stormwater management facilities for Glenside Drive.*
- *Completed the Flower Avenue & Sligo Creek Parkway traffic calming and stormwater project.*
- *Completed ADA retrofits on State Highway – Carroll Avenue from Ethan Allen to Lincoln Avenue.*
- *Replaced failed stormwater pipe and added new inlet on Albany Avenue.*
- *Installed new inlet and stormwater pipe on Manor Circle and Carroll Avenue to eliminate long standing water ponding issue.*
- *Replaced all public EV Charging stations with new units that enable credit card use.*
- *Implemented online Tree Removal Application process through MY TKPK.*
- *Provided analysis and recommendations to Council with regard to revisions to the Tree Ordinance.*
- *Development of and successful adoption of the 2020 Climate Emergency Response Act.*
- *Completed numerous facility improvements including renovation of the rear elevator, replacement of HVAC systems in the hydrangea room, Computer Learning Center, Lilac Room, Art Room, Azalea Room, and new flooring in the Art Room. Three garage doors at Public Works were replaced.*

FY21 Goals:

- *Substantial complete the Flower Avenue Green Street Project.*
- *Continue the ADA improvements of sidewalk along State roadways and City streets as funding allows.*
- *Begin implementation of the Climate Emergency Response Act to include 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.*

Department Summary

- *Implement provisions of the new Tree Ordinance and tree canopy goal with enhanced public education and outreach.*
- *Implement revisions to the fee structure for the stormwater management fee to enable tiered levels for single family property owners.*
- *Begin the Takoma Branch Stream restoration and Sligo Mill erosion control projects.*
- *Complete stormwater projects on Grant & Holly Avenues, Garland Avenue inlet repairs and Houston Court treatment facility installation.*
- *Complete painting of the Carriage House.*
- *Repair or replace non-working clock face on the Old Town clock tower.*

Division Purpose:

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

Management Objectives:

- *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.*

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Administration</i>	611,870	314,625	312,303	459,128	144,503
<i>Division Total</i>	611,870	314,625	312,303	459,128	144,503

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	289,171	176,865	176,865	287,318	110,453
<i>Fringe Benefits</i>	117,993	70,500	70,500	119,144	48,644
<i>Overtime</i>	1,705	600	600	624	24
<i>Employee Recognition</i>	3,590	60	60	-	(60)
<i>Personnel Subtotal</i>	412,459	248,025	248,025	407,086	159,061
<i>Supplies</i>	6,064	5,000	5,000	5,000	-
<i>Computer Expenditures</i>	8,380	10,800	11,868	1,800	(9,000)
<i>Services and Charges</i>	143,951	11,100	11,700	8,668	(2,432)
<i>Communication</i>	27,817	31,950	34,210	31,624	(326)
<i>Office Expenditures</i>	2,900	2,500	1,000	2,500	-
<i>Conferences, Training, & Dues</i>	9,999	5,250	500	2,450	(2,800)
<i>Special Events & Programs</i>	300	-	-	-	-
<i>Operating Exp Subtotal</i>	199,411	66,600	64,278	52,042	(14,558)
<i>Division Total</i>	611,870	314,625	312,303	459,128	144,503

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$2,322 less than budget.*
- *The variance is primarily attributable to lower expenditures for conferences, training and dues.*

FY21 Budget Highlights:

- *Division expenditures are 144,503 more – an increase of 45.9 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to the creation of a Deputy Public Works Director in this division.*
- *Division FTEs are increased by one.*
- *Approximately 89 percent of division expenditures are personnel related.*
- *Supplies account for 1.1 percent of division expenditures.*
- *Computer expenditures account for 0.4 percent of the division expense and equate to replacement of one staff computer and purchase of a tablet for field use.*
- *Services and charges account for 1.9 percent of division expenditures. This category includes printing and copying charges (\$3,764), copier lease (\$1,904) and postage charges (\$3,000).*
- *Communication expenses account for 6.9 percent of the division budget and include landline phone costs (\$6,084), staff cell phone charges, and GPS units on department vehicles (\$25,540).*
- *Office expenditures are 0.5 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 0.5 percent of expenditures.*

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 generation 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Expenditures for Facility Maintenance by Contractor	\$161,792	\$160,403	\$190,000	\$159,100
Expenditures for Facility Maintenance In-House (not personnel costs)	\$58,141	\$77,788	\$67,800	\$61,000
Electricity Use (buildings)	523,910 kwh	486,526 kwh	790,000 kwh	750,000 kwh
Gas Use (buildings)	29,264 therms	24,324 therms	23,000 therms	23,500 therms
Water Use (all)	703,050 gals	584,000 gals	600,000 gals	625,000 gals

Special Projects For FY21:

Projects funded through the General Fund include painting portions of the Carriage House and exterior of the Public Works mechanics bay, continuation of installation of automated controls for heating and cooling systems, and replacement of one of the clocks in the Old Town clock tower.

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include replacement of some lobby doors.

Building Maintenance

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Building Maintenance</i>	888,039	842,845	870,998	1,002,377	159,532
<i>Division Total</i>	888,039	842,845	870,998	1,002,377	159,532

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	285,621	283,615	263,615	336,537	52,922
<i>Fringe Benefits</i>	140,783	151,500	136,500	151,000	(500)
<i>Overtime</i>	14,427	10,000	10,000	8,000	(2,000)
<i>Car and Clothing Allowances</i>	2,475	3,150	2,025	3,300	150
<i>Night Differential</i>	2,960	2,500	2,500	4,160	1,660
<i>Contractual Labor</i>	20,996	2,500	13,000	2,880	380
<i>Employee Recognition</i>	710	680	680	1,000	320
<i>Personnel Subtotal</i>	467,972	453,945	428,320	506,877	52,932
<i>Supplies</i>	35,429	35,600	31,278	33,600	(2,000)
<i>Repairs and Maintenance</i>	49,930	35,000	40,000	35,000	-
<i>Services and Charges</i>	214,647	201,400	192,900	205,400	4,000
<i>Utilities</i>	120,060	114,900	178,000	219,500	104,600
<i>Conferences, Training, & Dues</i>	-	2,000	500	2,000	-
<i>Operating Exp Subtotal</i>	420,066	388,900	442,678	495,500	106,600
<i>Division Total</i>	888,039	842,845	870,998	1,002,377	159,532

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$28,153 higher than budget.*
- *The variance is attributable to a reduction in personnel costs due to vacancies, and an increase in utility charges due to replacement of a nonworking electrical meter in the Community Center.*

FY21 Budget Highlights:

- *Division expenditures are \$159,532 higher – an increase of 18.9 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to an expected increase in personnel costs and electric utility charges.*
- *Approximately 51 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged; personnel costs have increased by \$52,932 – an increase of 11.7 percent.*
- *Supply charges account for 3.4 percent of division expenditures and include custodial supplies and tools.*
- *Repair and maintenance charges account for 3.5 percent of division expenditures and include repair materials.*
- *Utility charges account for 21.9 percent of division expenditures. This category includes electricity charges (\$175,500), gas charges (\$24,000), and water charges (\$20,000). The electricity charges have increased by over \$100,000 as a result of replacement of a non working electric meter in the Community Center.*
- *Services and charges account for 20.5 percent of division expenditures. This category includes service contracts for maintenance (\$79,100), funding for special projects (\$44,000), contracted facility repairs (\$80,000), and uniform and equipment rental (\$2,300).*

Equipment Maintenance

Division Purpose:

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

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 on a weekly basis.
- 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
- Evaluate vehicles to recommend replacement schedule; solicit pricing for replacement vehicles.

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of vehicles maintained:				
<i>Police</i>	52	51	57	53
<i>Public Works</i>	24	25	23	23
<i>Other Departments</i>	7	7	7	7
Maintenance Costs: (non personnel)				
<i>Police</i>	\$32,227	\$25,055	\$29,500	\$27,000
<i>Public Works and Administration</i>	\$69,131	\$98,078	\$94,000	\$102,000
Number of vehicle/ equipment work orders	454	460	454	450

Equipment Maintenance

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Equipment Maintenance</i>	530,804	488,580	478,785	514,054	25,474
<i>Division Total</i>	530,804	488,580	478,785	514,054	25,474

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	199,599	163,225	163,225	205,884	42,659
<i>Fringe Benefits</i>	82,333	96,000	96,000	79,000	(17,000)
<i>Car and Clothing Allowances</i>	1,350	1,350	900	1,650	300
<i>Overtime</i>	20,864	8,900	14,000	8,900	-
<i>Employee Recognition</i>	3,590	4,590	1,060	-	(4,590)
<i>Personnel Subtotal</i>	307,736	274,065	275,185	295,434	21,369
<i>Supplies</i>	32,719	23,500	20,660	23,680	180
<i>Vehicle Fuel</i>	81,871	80,375	77,500	80,500	125
<i>Repairs and Maintenance</i>	98,079	97,000	94,000	102,000	5,000
<i>Services and Charges</i>	9,346	12,400	11,200	11,000	(1,400)
<i>Conferences, Training, & Dues</i>	1,053	1,240	240	1,440	200
<i>Operating Exp Subtotal</i>	223,068	214,515	203,600	218,620	4,105
<i>Division Total</i>	530,804	488,580	478,785	514,054	25,474

Equipment Maintenance

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$9,795 less than budget.*
- *The variance is primarily attributable to lower than anticipated cost for supplies, fuel and repairs.*

FY21 Budget Highlights:

- *Division expenditures are \$25,474 higher – an increase of 5.2 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to increases in projected personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 57.5 percent of division expenditures are personnel related.*
- *Supplies costs for Public Works and Administrative vehicles are 4.6 percent of division expenditures.*
- *Vehicle fuel costs account for 15.7 percent of division expenditures. The expenditure for gasoline is \$17,500 and diesel is \$63,000. Police vehicle fuel costs are included in the Police budget.*
- *Repair and maintenance costs account for 19.8 percent of division expenditures and include repair materials (\$45,000), outside labor and parts (\$35,000), 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 2.1 percent of division expenditures and include annual certifications and testing for the fuel pumps and storage tanks, fuel pump repairs, emission tests, and uniform rental.*
- *Conferences and training account for 0.3 percent of division expenditures.*

Division Purpose:

Responsible for park and playground maintenance, roadway maintenance and pothole repair, street sign maintenance, street cleaning, stormdrain cleaning, leaf collection, roadway snow clearing, and storm debris removal.

Management Objectives:

- *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 accumulation is six inches or less, and one cleared lane over a 12-hour period when snow accumulation is 6 to 12 inches in depth.*
- *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, and 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 invasives removal, mowing, vegetation trimming, and litter pick up.*

Right-of-Way Maintenance

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Right-of-Way Maintenance</i>	1,135,744	952,877	1,115,150	962,310	9,433
<i>Division Total</i>	1,135,744	952,877	1,115,150	962,310	9,433

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	442,342	396,045	396,045	430,473	34,428
<i>Fringe Benefits</i>	178,438	170,500	170,500	185,000	14,500
<i>Overtime</i>	56,681	44,800	40,000	32,725	(12,075)
<i>Car and Clothing Allowances</i>	3,727	3,150	3,150	3,800	650
<i>Contractual Labor</i>	41,244	30,400	35,000	33,022	2,622
<i>Employee Recognition</i>	2,130	1,710	2,040	3,000	1,290
<i>Personnel Subtotal</i>	724,561	646,605	646,735	688,020	41,415
<i>Supplies</i>	127,537	141,650	104,000	143,790	2,140
<i>Services and Charges</i>	46,667	53,042	53,200	54,960	1,918
<i>Utilities</i>	236,604	109,580	310,000	73,540	(36,040)
<i>Conferences, Training, & Dues</i>	375	2,000	1,215	2,000	-
<i>Operating Exp Subtotal</i>	411,183	306,272	468,415	274,290	(31,982)
<i>Division Total</i>	1,135,744	952,877	1,115,150	962,310	9,433

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$162,273 higher than budget.*
- *The variance is due to higher than anticipated utility costs related to street lighting. The reduction in electricity use and subsequent costs as a result of the LED streetlight conversion started later in the fiscal year than originally anticipated and the full cost for the project was paid in FY20.*

FY21 Budget Highlights:

- *Division expenditures are \$9,433 higher — an increase of 1 percent — compared to budgeted expenditures for FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 71.5 percent of division expenditures are personnel related. In addition to the full-time staff, the expenditure includes 12 seasonal laborers for 5 weeks of leaf collection, and 2,100 hours of temporary assistance over the spring, summer, and fall.*
- *Approximately 14.9 percent of division expenditures are related to supplies. Expenses include park and roadway maintenance repair materials (\$54,000), snow response supplies (\$45,700), leaf collection (\$26,850), sign materials (\$9,440), and tools and equipment (\$7,800).*
- *Services and charges account for approximately 5.7 percent of division expenditures. This category includes contractual services (\$17,760), equipment repair charges (\$22,500), disposal costs (\$6,000), and equipment and uniform rental charges (\$8,700).*
- *Utility expenditures account for 7.6 percent of division expenditures and include charges for street lighting (\$70,040) and park lighting (\$3,500). This expenditure is significantly reduced from prior years as a result of the LED street light conversion.*
- *Conference and training costs account for 0.2 percent of expenditures.*

Solid Waste Maintenance

Division Purpose:

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 FY18	Actual FY19	Estimated FY20	Projected FY21
Tons of trash	3,197	3,228	3,175	3,200
Tons of recycling	1,350	1,336	1,200	1,300
Tons of yard waste processed at County	246	430	360	400
Tons of food waste collected	213	249	266	300
# of ROW containers serviced	130	138	145	148

Solid Waste Maintenance

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Solid Waste Management</i>	1,091,958	1,088,249	1,200,330	1,210,047	121,798
<i>Division Total</i>	1,091,958	1,088,249	1,200,330	1,210,047	121,798

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	437,137	477,355	477,355	534,523	57,168
<i>Car and Clothing Allowances</i>	3,514	4,500	4,275	5,500	1,000
<i>Fringe Benefits</i>	175,942	204,500	204,500	218,000	13,500
<i>Overtime</i>	48,506	28,135	40,000	35,200	7,065
<i>Contractual Labor</i>	78,217	10,000	75,000	10,000	-
<i>Employee Recognition</i>	3,270	1,800	2,300	-	(1,800)
<i>Personnel Subtotal</i>	746,587	726,290	803,430	803,223	76,933
<i>Supplies</i>	10,963	39,684	39,000	22,700	(16,984)
<i>Services and Charges</i>	321,504	308,575	345,400	369,224	60,649
<i>Office Expenditures</i>	12,904	12,500	12,500	13,700	1,200
<i>Conferences, Training, & Dues</i>	-	1,200	-	1,200	-
<i>Operating Exp Subtotal</i>	345,372	361,959	396,900	406,824	44,865
<i>Division Total</i>	1,091,958	1,088,249	1,200,330	1,210,047	121,798

Solid Waste Maintenance

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$112,081 higher than budget.*
- *The variance is due to higher overtime costs, and contractual labor costs due to staff vacancies due to injury, and increases in recycling processing fees.*

FY21 Budget Highlights:

- *Division expenditures are \$121,798 higher – an increase of 11.2 percent – compared to budgeted expenditures for FY20 due to increased personnel costs and processing charges for recycling processing.*
- *Division FTEs remain the same.*
- *Approximately 66.4 percent of division expenditures are personnel related.*
- *Supplies account for 1.9 percent of division expenditures, the major portion of which is for replacement disposal containers for the right of way.*
- *Services and charges account for 30.5 percent of division expenditures and include disposal and/or processing of materials, including \$197,824 for disposal fees for solid waste and \$9,000 for the annual household hazardous waste drop-off disposal. Recycling expenditures include \$120,000 for recycling processing, \$14,000 for food waste processing, \$20,000 for yard waste processing, and \$5,000 for computer and electronics processing.*
- *Training costs account for 0.1 percent of division expenditures.*
- *A breakdown of the Solid Waste Maintenance expenditures by functional area is as follows:*
 - *Trash Collection: \$658,974 (54%) 3,200 lbs (61.5%)*
 - *Recycling: \$277,416 (23%) 1,300 lbs (25%)*
 - *Yard Waste: \$181,323 (15%) 400 lbs (7.7%) **
 - *Food Waste: \$92,334 (8%) 300 lbs (5.8%)*

**This weight is not representative of the total yard waste tonnage collected. It represents materials taken to the Montgomery County facility only and does not include materials processed at Public Works*

Division Purpose:

- Oversees the City's Sustainability Program including implementing the priority strategies and concepts in the "2020 Climate Emergency Response Resolution" and working with residents and commercial property owners to improve building energy efficiency and convert to the use of clean, green power.
- Prior to FY20, these expenditures were included in the Public Works Administration Division

Management Objectives:

- Oversee the public outreach and implementation of Sustainability programs.
- Develop implementation plans for the priority strategies and concepts in the "2020 Climate Emergency Response Resolution".
- Maintain the City's status as Sustainable Maryland Certified
- Complete annual reporting to the Carbon Disclosure Project as required by the Global Conference of Mayors
- 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 FY18	Actual FY19	Estimated FY20	Projected FY21
# of homes Green Homes certified	30	0	0	0
# of energy audits completed	2	10	18	20
# of energy efficiency rebates provided	2	10	3	10
# of low/moderate income homes receiving assistance	5	20	15	10
# of Multi-Family energy projects provided support	1	7	3	5
# of new accounts buying 100% renewable energy (Green Energy Challenge)	50	602	-	-
# of businesses provided support for energy efficiency or green energy	-	-	-	5
# of public engagement events on climate/sustainability	-	-	15	20

Sustainability

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Sustainability</i>	3,374	484,280	355,285	377,339	(106,941)
<i>Division Total</i>	3,374	484,280	355,285	377,339	(106,941)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	-	113,650	109,650	140,964	27,314
<i>Fringe Benefits</i>	-	46,500	46,500	53,300	6,800
<i>Employee Recognition</i>	-	60	60	-	(60)
<i>Personnel Subtotal</i>	-	160,210	156,210	194,264	34,054
<i>Services and Charges</i>	3,374	305,995	181,000	155,000	(150,995)
<i>Conferences, Training, & Dues</i>	-	3,075	3,075	3,075	-
<i>Special Events & Programs</i>	-	15,000	15,000	25,000	10,000
<i>Operating Exp Subtotal</i>	3,374	324,070	199,075	183,075	(140,995)
<i>Division Total</i>	3,374	484,280	355,285	377,339	(106,941)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$128,995 lower than budget.*
- *The variance is due to slower than anticipated roll out of new programs and incentives for energy efficiency measure and lower than anticipated rebate payments. Unspent funds from FY19 were carried into FY20 to provide additional funding.*

FY21 Budget Highlights:

- *Projected Division expenditures are \$106,941 lower – a decrease of 22.1 percent – compared to budgeted expenditures for FY20 due to reduced funding levels in contracted services (FY20 budget included \$305,995, compared to \$155,000 in FY21).*
- *Division FTEs remain the same. Additional funding to increase the intern position from part-time to full-time has been added.*
- *Approximately 51.5 percent of division expenditures are personnel related.*
- *Services and charges account for 41.1 percent of division expenditures and include funding for rebates for businesses (\$20,000), low and moderate income efficiency rebates (\$40,000), funding for multi-family efficiency projects (\$70,000), and residential rebates (\$5,000). Additionally there are funds included for outreach, collaboration, and public education (\$20,000).*
- *Conferences and Association Dues account for 0.8 percent of division expenditures.*
- *Special Events account for 6.6 percent of division expenditures.*

Vegetation Management

Division Purpose:

Maintain the City's public gardens and planted streetscapes to add to the beauty and enhanced environment for Takoma Park's neighborhoods. Maintain the grass and turf areas on all publically owned spaces.

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 FY18	Actual FY19	Estimated FY20	Projected FY21
# of gardens maintained	51	51	51	51
# of bio-retention facilities maintained	50	54	60	62
# of streetscapes maintained	35	35	35	35

Vegetation Management

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Gardens</i>	219,317	310,320	228,025	296,974	(13,346)
<i>Division Total</i>	219,317	310,320	228,025	296,974	(13,346)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	90,824	132,600	34,080	149,612	17,012
<i>Fringe Benefits</i>	46,007	115,500	79,500	74,362	(41,138)
<i>Overtime</i>	9,501	8,500	10,000	9,700	1,200
<i>Car and Clothing Allowances</i>	900	1,850	1,125	2,200	350
<i>Contractual Labor</i>	47,302	21,750	75,000	31,500	9,750
<i>Employee Recognition</i>	60	1,120	1,120	-	(1,120)
<i>Personnel Subtotal</i>	194,594	281,320	200,825	267,374	(13,946)
<i>Supplies</i>	22,049	25,000	24,000	25,000	-
<i>Services and Charges</i>	635	1,000	1,000	1,400	400
<i>Utilities</i>	943	1,000	1,200	1,200	200
<i>Conferences, Training, & Dues</i>	1,097	2,000	1,000	2,000	-
<i>Operating Exp Subtotal</i>	24,723	29,000	27,200	29,600	600
<i>Division Total</i>	219,317	310,320	228,025	296,974	(13,346)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$82,295 lower than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to vacancy of supervisor and a technician.*

FY21 Budget Highlights:

- *Division expenditures are \$13,346 lower — a decrease of 4.3 percent — compared to budgeted expenditures for FY20.*
- *Division FTEs remain the same.*
- *Approximately 90 percent of division expenditures are personnel related.*
- *Supplies comprise about 8.4 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 1.5 percent combined.*

Division Purpose:

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

Management Initiatives:

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

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
# of trees removed by permit	71	58	50	50
# of undesirable species trees removed by permit	23	15	18	15
# of Waivers issued by City Arborist	172	193	260	200
# of permit denials	61	51	30	30
Tree Impact Assessments	76	138	100	100
# of tree protection plan permits	53	59	50	50
# of trees planted in the right-of-way	35	77	80	80
# of bulk buy trees planted on private property	26	39	47	75
# of municipal infraction citations issued	3	4	4	3

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Urban Forest</i>	264,852	283,350	269,456	286,200	2,850
<i>Division Total</i>	264,852	283,350	269,456	286,200	2,850

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	86,815	76,020	62,626	89,800	13,780
<i>Fringe Benefits</i>	25,758	26,000	26,000	25,000	(1,000)
<i>Overtime</i>	7,417	2,000	4,000	2,000	-
<i>Car and Clothing Allowances</i>	450	450	450	550	100
<i>Employee Recognition</i>	30	30	30	-	(30)
<i>Personnel Subtotal</i>	120,469	104,500	93,106	117,350	12,850
<i>Supplies</i>	1,749	1,000	1,000	2,000	1,000
<i>Services and Charges</i>	142,219	175,000	175,000	165,000	(10,000)
<i>Utilities</i>	-	1,000	-	-	(1,000)
<i>Conferences, Training, & Dues</i>	415	1,850	350	1,850	-
<i>Operating Exp Subtotal</i>	144,383	178,850	176,350	168,850	(10,000)
<i>Division Total</i>	264,852	283,350	269,456	286,200	2,850

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$13,894 lower than budget.*
- *The variance is due mainly to lower personnel costs.*

FY21 Budget Highlights:

- *Division expenditures are \$2,850 higher — an increase of 1 percent — compared to budgeted expenditures for FY20. The variance is attributable to increased budget for tree maintenance and the addition of intern hours.*
- *FTEs remain unchanged, however funding for an intern for 23 weeks has been added.*
- *Approximately 41 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for 0.7 percent of division expenditures.*
- *Services and charges account for approximately 57.7 percent of division expenditures and include tree maintenance (\$120,000) and tree planting (\$25,000 on public property and \$15,000 on private property); and consulting services (\$5,000).*
- *Conferences and Association Dues account for approximately 0.6 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.*
- *Oversee the design and construction of traffic calming measures as requested.*
- *Provide civil engineering support to other City departments as necessary.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Miles of road resurfaced	1.05	0.90	1.5	1
Square yards of new sidewalk constructed**	308	8,476	4,087	1,250
Square yards of sidewalk repaired	1,463	197	1,146	500
Permits processed***	101	101	99	95

* New sidewalks were installed in FY18 on Larch Ave, in FY19 on Lincoln Ave and Glenside Dr, in FY20 continuing on Glenside Dr and Flower Ave. Remaining requests have been received for 7900 Maple Ave, Kansas Lane and Hayward and Kentland Avenues

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

Sidewalk Projects For FY21:

1. *Sidewalk Design and possible construction – previous requests include 7900 Maple Avenue, Kansas Lane, new requests for Kentland and Hopewell Avenues.*
2. *Sidewalk ADA Repairs on City streets – continue repairs on sidewalks not yet addressed in Ward 1, 3 and 4.*
3. *Sidewalk ADA on State roadways - continue repairs along SHA roadways.*

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>City Engineer</i>	326,716	306,613	274,607	287,918	(18,695)
<i>Division Total</i>	326,716	306,613	274,607	287,918	(18,695)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	152,417	134,145	112,246	118,168	(15,977)
<i>Fringe Benefits</i>	60,329	69,000	59,000	49,000	(20,000)
<i>Overtime</i>	1,567	1,000	55	-	(1,000)
<i>Car & Clothing Allowance</i>	338	338	169	550	213
<i>Employee Recognition</i>	90	1,181	2,060	-	(1,181)
<i>Personnel Subtotal</i>	214,740	205,663	173,530	167,718	(37,945)
<i>Services and Charges</i>	111,976	97,500	97,500	117,500	20,000
<i>Conferences, Training, & Dues</i>	-	3,450	3,577	2,700	(750)
<i>Operating Exp Subtotal</i>	111,976	100,950	101,077	120,200	19,250
<i>Division Total</i>	326,716	306,613	274,607	287,918	(18,695)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$32,006 lower than budget.*
- *The variance is due to lower personnel costs due to the staff vacancy.*

FY21 Budget Highlights:

- *Division expenditures are \$18,695 lower — a decrease of 6.1 percent — compared to budgeted expenditures for FY20.*
- *The variance is due to the elimination of the Special Project Coordinator position which had 60% of its costs charged to the City Engineer budget. This position has been transitioned to the proposed Deputy Public Works Director position in the Administrative Division.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Approximately 41 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking, and miscellaneous concrete repairs (\$100,000).*
- *Conferences and dues account for about 1 percent of division expenditures.*

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City of Takoma Park



Egg Hunt Hug

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Department Summary

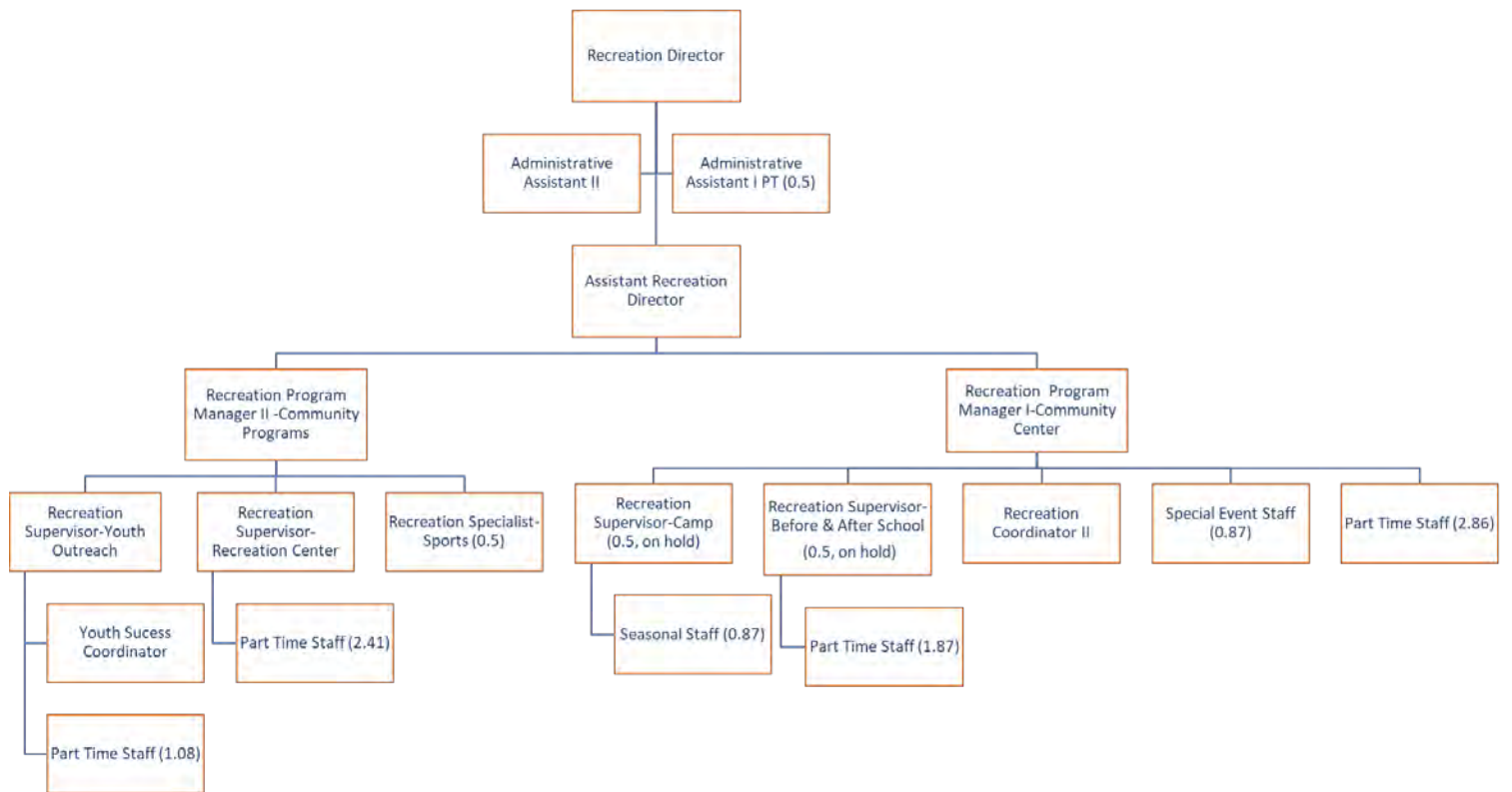
Department Overview:

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 work in collaboration with youth, seniors, and others to identify new programs and services in which they might be interested.

The Department's mission is to strengthen our community through providing recreation programs, services (broadly defined) and facilities to City residents that emphasize a healthy lifestyle, physical well-being, personal development, citizen involvement, integration of differing cultural and economic communicates, and fun.

*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.***

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Recreation Administration 4100							
Director of Recreation	130	127,307.44	133,036.27	1.00	1.00	1.00	-
Assistant Director of Recreation	126	103,188.32	107,831.79	1.00	1.00	1.00	-
Admin Assistant I	111	51,135.57	30,773.18	1.00	1.00	0.50	(0.50)
Customer Service & Passport Technician	111	55,913.85	30,773.18	1.00	1.00	0.50	(0.50)
Total Recreation Administration FTE				4.00	4.00	3.00	(1.00)
FTEs with benefits				4.00	4.00	3.00	(1.00)
FTEs without benefits				-	-	-	-
Total Recreation Administration FTE				4.00	4.00	3.00	(1.00)
Youth Outreach 4200							
Recreation Supervisor I	117	73,822.57	77,141.06	1.00	1.00	1.00	-
Youth Success Coordinator	115	51,986.17	54,318.26	1.00	1.00	1.00	-
Summer Youth Seasonal Staff (and other PT rec staff)	-	55,000.00	64,131.73	0.94	0.94	1.08	0.14
Total Youth Outreach FTE				2.94	2.94	3.08	0.14
FTEs with benefits				2.00	2.00	2.00	-
FTEs without benefits				0.94	0.94	1.08	0.14
Total Youth Outreach FTE				2.94	2.94	3.08	0.14
Recreation Center 4300							
Recreation Supervisor I	117	60,831.78	63,577.80	1.00	1.00	1.00	-
Part-time staff	-	69,000.00	77,554.63	2.16	2.16	2.41	0.25
Total Recreation FTE				3.16	3.16	3.41	0.25
FTEs with benefits				1.00	1.00	1.00	-
FTEs without benefits				2.16	2.16	2.41	0.25
Total Recreation FTE				3.16	3.16	3.41	0.25
Community Programs 4400							
Recreation Program Manager II	122	78,803.07	82,357.70	1.00	1.00	1.00	-
Recreation Specialist	115	25,993.09	25,225.82	0.50	0.50	0.50	-
Seasonal Staff	-	21,750.00	27,847.26	0.83	0.83	0.87	0.04
Total Community Programs FTE				2.33	2.33	2.37	0.04
FTEs with benefits				1.50	1.50	1.50	-
FTEs without benefits				0.83	0.83	0.87	0.04
Total Community Programs FTE				2.33	2.33	2.37	0.04

Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Camps 4600							
Recreation Supervisor I	117	32,766.56	35,037.81	0.50	0.50	0.50	-
Seasonal Staff	-	26,100.00	27,847.26	0.87	0.87	0.87	-
Total Camps FTE				1.37	1.37	1.37	-
FTEs with benefits				0.50	0.50	0.50	-
FTEs without benefits				0.87	0.87	0.87	-
Total Camps FTE				1.37	1.37	1.37	-
Before and After School Program 4700							
Recreation Supervisor I	117	32,766.56	35,037.81	0.50	0.50	0.50	-
Part-time staff	-	56,000.00	60,181.03	1.87	1.87	1.87	-
Total Before and After School Program FTE				2.37	2.37	2.37	-
FTEs with benefits				0.50	0.50	0.50	-
FTEs without benefits				1.87	1.87	1.87	-
Total Before and After School Program FTE				2.37	2.37	2.37	-
Community Center 4800							
Recreation Program Manager I	122	78,803.07	82,357.70	1.00	1.00	1.00	-
Recreation Coordinator II	115	66,959.26	69,968.18	1.00	1.00	1.00	-
Part-time staff	-	75,830.00	91,896.00	2.36	2.36	2.86	0.50
Total Community Center FTE				4.36	4.36	4.86	0.50
FTEs with benefits				2.00	2.00	2.00	-
FTEs without benefits				2.36	2.36	2.86	0.50
Total Community Center FTE				4.36	4.36	4.86	0.50
Total Recreation Department FTE				20.53	20.53	20.46	(0.07)

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- Summer camps and before and after care services are significantly reduced due to COVID-19 through December 2020, with 38 part-time personnel cut (\$115,000 wage reduction) and \$91,850 in cuts to supplies.
- A Recreation Supervisor position will be held vacant for at least half the year (\$106,692 wage reduction).
- Recreation Center overtime was reduced by \$959 due to COVID-19 cancellations for festivals.
- The Play Days partnership with City Council was cut by \$10,000.

Department Summary

Source of Funds	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21	Change Adj. FY20-FY21
Takoma/Langley Recreation Agreement	85,020	85,020	85,020	85,020	-
Program/Service Charges	615,539	521,165	542,573	333,610	(187,555)
Subtotal	700,559	606,185	627,593	418,630	(187,555)
General Fund	1,206,783	1,326,517	1,295,041	1,380,562	54,045
Department Total	1,907,342	1,932,702	1,922,634	1,799,192	(133,510)

Dept. Expenditures by TYPE	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21	Change Adj. FY20-FY21
Wages	1,082,914	1,083,434	1,083,434	1,014,918	(68,516)
Fringe Benefits	329,817	366,000	366,000	322,728	(43,272)
Overtime	7,951	9,200	9,200	8,500	(700)
Employee Recognition	2,575	2,710	3,130	1,000	(1,710)
Personnel Subtotal	1,423,257	1,461,344	1,461,764	1,347,147	(114,197)
Supplies	29,482	27,947	27,612	30,500	2,553
Computer Expenditures	4,736	8,700	8,700	2,500	(6,200)
Services and Charges	294,241	291,011	284,439	266,420	(24,591)
Communications	7,077	9,500	7,300	8,400	(1,100)
Office Expenditures	11,708	5,700	5,786	5,700	-
Conferences, Training, & Dues	16,272	19,045	18,745	12,900	(6,145)
Special Events & Programs	120,570	109,455	108,288	125,625	16,170
Operating Exp Subtotal	484,086	471,358	460,870	452,045	(19,313)
Department Total	1,907,342	1,932,702	1,922,634	1,799,192	(133,510)

Dept. Expenditures by DIVISION	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21	Change Adj. FY20-FY21
Administration	541,332	570,383	562,168	529,068	(41,315)
Outreach	253,975	277,760	277,543	267,251	(10,509)
Takoma Park Recreation Center	183,505	184,604	184,993	187,919	3,315
Community Programs	215,036	227,240	225,870	220,579	(6,661)
Athletic Fields and Facilities	82,180	76,630	76,605	83,500	6,870
Camps	125,308	106,180	106,155	39,429	(66,751)
Before and After School Programs	114,011	99,215	99,304	53,753	(45,462)
Community Center	391,995	390,690	389,996	417,693	27,003
Department Total	1,907,342	1,932,702	1,922,634	1,799,192	(133,510)

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$10,068 less than budget.*
- *The variance is attributable to staff salaries.*

FY21 Budget Highlights:

- *Departmental expenditures are \$133,510 lower – a decrease of 6.9 percent – compared to budgeted expenditures for FY20.*
- *Departmental FTEs increase by 0.43, from 20.53 to 20.96*
- *Approximately 74.9 percent of departmental expenditures are personnel related.*
- *Personnel costs decrease \$114,197 compared to budgeted expenditures for FY20.*
- *Services and charges account for about 14.8 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$53,500), contractual program instruction (\$46,900), and rental of school facilities (\$27,000).*
- *Expenditures related to special events and programs comprise approximately 7 percent of departmental expenditures. This category includes the cost of Egg Hunt (\$5,000), Outdoor Movies (\$2,425) and classes at the Takoma Park Recreation Center (\$17,500).*

FY20 Accomplishments:

- *Significant improvements have been made at Ed Wilhelm Field to address the challenges maintaining adequate turf coverage throughout the year (due to high-use).*
- *Engaged over 200 adults across various sports leagues and clubs such as: summer basketball, volleyball, and softball.*
- *Implemented youth sports programs that emphasized skill development, teamwork, and sportsmanship. These programs included basketball, futsal, and t-ball and supported about 840 participants ranging in ages from 5 to 17 years old.*
- *Completed 5 successful weeks of Teens on the Move camp where teens were able to learn leadership and team building skills.*

- *Held a Film-making camp for teens. Participants were able to create videos of their homes and what their communities meant to them.*
- *Provided outreach for the Summer Youth Employment Program, resulting in 40 youth and young adults attending the interest meeting.*
- *Trained 13 youth for the Departments Counselors in Training program.*
- *Employed 13 Takoma Park Residents in the 2019 Summer Youth Employment Program.*
- *Worked with the Teen Lounge Advisory Group (TLC) to plan and implement various programs throughout the year.*
- *Added additional Healthy Cooking classes (due to demand) for teens to educate them on proper food handling procedures as well as healthy eating.*
- *Conducted a bi-weekly check in virtually with TP teens during COVID-19.*
- *Organized a virtual dance class for teens and community.*
- *Implemented Think Tank, a free after school program at New Hampshire Towers. The program had an average attendance of 17 kids in grades 4-12.*
- *Held 3 sessions of Competitive Gaming, with an influx of girls of color; accounting for half of the program's participants.*
- *Successfully held a field trip for participants of competitive gaming to the Mid-Atlantic Gaming Festival.*
- *Implemented a virtual Entrepreneurship for Teens programs for teens 14 and younger.*
- *Implemented a virtual Entrepreneurship for Teens program for teens 15 and older.*
- *Provided a Transportation Engineering workshop at New Hampshire Recreation Center for the Maryland STEM Festival. This program was in partnership with the Institute of transportation Engineers (ITE). This event primarily focused on getting students to consider careers in transportation engineering.*
- *Provided a Virtual Transportation Engineering program partnering with the Institute of Transportation Engineers (WDCSITE) and Takoma Park's Complete Streets Committee. This program had 25 participants.*
- *Partnered with Takoma Park Middle School to provide Hip Hop Yoga. Each session promotes physical strength, emotional stability, and yoga practices backed to the rhythms of hip hop. Each session is attended by an average of 15 participants.*

Department Summary

- *Organized and implemented a successful After-Hours Summer Basketball Program at the Takoma Park Recreation Center - 90 Participants registered. We served 90 teens and young adults between the ages of 16 and 24. Takoma Park Recreation Center served as a safe haven for teens and young adults in the summer hours of 9pm and 11pm. These youth enjoyed basketball, music, pizza, Gatorade and other snacks. This program helped the young adults meet their need for social interaction.*
- *Implemented a successful After the Bell Program at the Takoma Park Recreation Center - 30 Kids registered. This program's numbers have increased the last four years. Participants are assisted with their homework, provided a snack and enjoy a variety of recreational activities.*
- *Organized and implemented a summer Basketball Camp - 45 Kids registered. The participants were taught the fundamentals of the game of basketball. Kids had the opportunity to interact with their peers over their summer break.*
- *Implemented 5 new classes at the Takoma Park Recreation Center that concentrated on art and youth dance.*
- *Executed a successful Monster Bash program that had new roving entertainment and a new parade route that ended in the parking lot of the Community Center; also introduced Roscoe as our newest mascot.*
- *Implemented a successful Fall Outdoor Movie with 125 people in attendance.*
- *Developed a Virtual Community Center during the pandemic.*
- *Implemented a Congratulatory Drive for graduating High School Seniors from Takoma Park during the Pandemic.*
- *Organized a Call a Neighbor program during the Pandemic.*

FY21 Goals:

- *Continue 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 Frenchin 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.*

Department Summary

- *Continue to partner with local organizations to provide leisure opportunities to people with differing abilities.*
- *Enhance the competitive gaming program by creating a culminating event at the end of each session.*
- *Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.*
- *Develop and implement a Success Fair focusing on career and job preparedness for teens and young adults age 13-24.*
- *Increase the number of developmental trip and class opportunities for teens to include Life-Skills and Financial Literacy.*
- *Continue to provide meaningful service learning opportunities for teens.*
- *Partner With local organizations to enhance offerings and opportunities. Continue to provide skill-building Spring Break Camp(s) for teens that will increase personal development, job readiness and college and career opportunities.*
- *Work with local businesses and other City Departments to increase the number of partners for the Summer Youth Employment program.*
- *Work with the Recreation Committee, Friends of the Takoma Park Recreation Center and community members to market and participate in the City's Community Engagement process to redevelop the Recreation Center.*
- *Initiate programs and partnerships to enhance class offerings for teens and young adults that advance the Youth Success initiative.*
- *Develop a morning care program at the Takoma Park Recreation Center that services Piney Branch and Takoma Park Elementary schools.*
- *Establish new Saturday classes/programs/workshops for various age groups. Develop a one-week Futsal Summer Camp for ages 5-12.*
- *Establish a drop-in pickleball program at the Recreation Center for adults and seniors.*
- *Create an additional age-based division in the Futsal league to better align age and skill level of participants.*
- *Enhance programming and activities offered at the annual Egg Hunt and Monster Bash.*
- *Continue landscape maintenance for Lee Jordan and Ed Wilhelm fields.*
- *Establish a turf management plan for the Bermuda grass that was installed at Ed Wilhelm field. Continue to work with MCPS regarding Lee Jordan field use during construction of the Takoma Park Middle School.*

Department Summary

- *Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction.*
- *Maintain customer satisfaction with camp programs and receive 90 percent or better rate of return for surveys.*
- *Explore adding a ½ day tot camp for ages 3-4.*
- *Continue to provide innovative specialty camps for a variety of interests.*
- *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.*
- *Provide additional emergency training opportunities for program staff.*
- *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 maintain the maximum number of participants.*
- *Increase technology and computer classes for the 55+ population.*
- *Explore options to offer virtual programs to participants.*
- *Develop a new partnership focusing on health, wellness and nutrition for the 55+ population*
- *Create alternative Recreation programming options, such as socially distanced workshops outdoors and virtual dance classes, to adapt to a pandemic environment.*

Division Purpose:

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

Management Objectives:

- *Continue 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 in order 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.*
- *Continue to partner with local organizations to provide leisure opportunities to people with differing abilities.*

Administration

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Administration</i>	541,332	570,383	562,168	529,068	(41,315)
<i>Division Total</i>	541,332	570,383	562,168	529,068	(41,315)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	328,021	332,410	332,410	325,068	(7,342)
<i>Fringe Benefits</i>	130,815	132,500	132,500	111,500	(21,000)
<i>Overtime</i>	1,362	1,000	1,000	1,000	-
<i>Employee Recognition</i>	120	120	120	1,000	880
<i>Personnel Subtotal</i>	460,318	466,030	466,030	438,568	(27,462)
<i>Supplies</i>	4,942	4,300	4,200	4,300	-
<i>Computer Expenditures</i>	4,736	7,200	7,200	2,000	(5,200)
<i>Services and Charges</i>	46,680	66,008	60,443	66,300	292
<i>Communications</i>	7,077	8,900	6,700	6,700	(2,200)
<i>Office Expenditures</i>	2,022	1,000	950	1,000	-
<i>Conferences, Training, & Dues</i>	15,557	16,945	16,645	10,200	(6,745)
<i>Operating Exp Subtotal</i>	81,014	104,353	96,138	90,500	(13,853)
<i>Division Total</i>	541,332	570,383	562,168	529,068	(41,315)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$8,215 less than budget.*
- *Variance is attributable to decrease in services and charges.*

FY21 Budget Highlights:

- *Division expenditures are \$41,315 less — a decrease of 7.2 percent — compared to budgeted expenditures for FY20. The variance is attributable to expenditures related to personnel, and conferences and training.*
- *Division FTEs decrease by 0.50 which is attributable to sharing an Administrative Assistant with the Finance Department.*
- *Approximately 82.9 percent of division expenditures are personnel related.*
- *Services and charges represent about 12.5 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 1.9 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.*

Division Purpose:

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

Management Objectives:

- *Enhance the competitive gaming program by creating a culminating event at the end of each session.*
- *Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.*
- *Develop and implement a Success Fair focusing on career and job preparedness for teens and young adults age 13-24.*
- *Increase the number of developmental trip and class opportunities for teens to include Life-Skills and Financial Literacy.*
- *Continue to provide meaningful service learning opportunities for teens. Partner with local organizations to enhance offerings and opportunities.*
- *Continue to provide skill-building Spring Break Camp(s) for teens that will increase personal development, job readiness and college and career opportunities.*
- *Work with local businesses and other City Departments to increase the number of partners for the Summer Youth Employment program.*



<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Outreach</i>	253,975	277,760	277,543	267,251	(10,509)
<i>Division Total</i>	253,975	277,760	277,543	267,251	(10,509)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	160,930	178,990	178,990	157,591	(21,399)
<i>Fringe Benefits</i>	40,400	56,500	56,500	52,310	(4,190)
<i>Overtime</i>	105	500	500	500	-
<i>Employee Recognition</i>	120	120	120	-	(120)
<i>Personnel Subtotal</i>	201,556	236,110	236,110	210,401	(25,709)
<i>Supplies</i>	7,387	6,000	5,895	6,000	-
<i>Services and Charges</i>	11,359	8,830	8,815	15,600	6,770
<i>Office Expenditures</i>	3,366	1,000	958	1,000	-
<i>Special Events & Programs</i>	30,307	25,820	25,765	34,250	8,430
<i>Operating Exp Subtotal</i>	52,419	41,650	41,433	56,850	15,200
<i>Division Total</i>	253,975	277,760	277,543	267,251	(10,509)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$217 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$10,509 lower – a decrease of 3.8 percent – compared to budgeted expenditures for FY20.*
- *Division FTEs increase by 0.14 which is attributable to adding part-time staff for Youth Success.*
- *Approximately 79 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 6 percent of division expenditures. This category includes the cost of contractual programming (\$10,000).*
- *Expenditures categorized as special events and programs account for about 12.8 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 (\$3,500), and trips (\$1,800).*

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of developmental teen programs/ trips	20	25	30	41
Number of teens participating in developmental programs/ trips	140	141	181	247
Number of skill building teen camp opportunities	2	2	3	4
Number of SYEP businesses served	8	8	6	7
Number of SYEP teen/young adult participants	13	13	12	14
Number of youth success offerings outside of building; number of participants	N/A	N/A	8,963	9,135

Takoma Park Recreation Center

Division Purpose:

The City assumed 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 39.4% of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$130,258.

Management Objectives:

- *Work with the Recreation Committee, Friends of the Takoma Park Recreation Center and community members to market and participate in the City's Community Engagement process to redevelop the Recreation Center.*
- *Initiate programs and partnerships to enhance class offerings for teens and young adults that advance the Youth Success initiative.*
- *Develop a morning care program at the Takoma Park Recreation Center that services Piney Branch and Takoma Park Elementary schools.*
- *Establish new Saturday classes/programs/workshops for various age groups.*
- *Develop a one-week Futsal Summer Camp for ages 5-12.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Memberships (Gym)	81	110	110	120
Memberships (Fitness Only)	53	69	62	68
Memberships (55+)	72	107	87	105
After the Bell participation	20	20	30	30
People served	13,260	15,203	16,103	16,500

Takoma Park Recreation Center

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Takoma Park Recreation Center</i>	<i>183,505</i>	<i>184,604</i>	<i>184,993</i>	<i>187,919</i>	<i>3,315</i>
<i>Division Total</i>	<i>183,505</i>	<i>184,604</i>	<i>184,993</i>	<i>187,919</i>	<i>3,315</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	<i>120,179</i>	<i>125,824</i>	<i>125,824</i>	<i>116,578</i>	<i>(9,246)</i>
<i>Fringe Benefits</i>	<i>28,623</i>	<i>27,000</i>	<i>27,000</i>	<i>29,741</i>	<i>2,741</i>
<i>Overtime</i>	<i>743</i>	<i>1,200</i>	<i>1,200</i>	<i>1,000</i>	<i>(200)</i>
<i>Employee Recognition</i>	<i>744</i>	<i>180</i>	<i>570</i>	<i>-</i>	<i>(180)</i>
<i>Personnel Subtotal</i>	<i>150,289</i>	<i>154,204</i>	<i>154,594</i>	<i>147,319</i>	<i>(6,885)</i>
<i>Supplies</i>	<i>5,053</i>	<i>2,993</i>	<i>2,943</i>	<i>4,350</i>	<i>1,357</i>
<i>Computer Expenditures</i>	<i>-</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>-</i>
<i>Services and Charges</i>	<i>21,795</i>	<i>18,987</i>	<i>18,862</i>	<i>24,700</i>	<i>5,713</i>
<i>Communications</i>	<i>-</i>	<i>600</i>	<i>600</i>	<i>1,700</i>	<i>1,100</i>
<i>Office Expenditures</i>	<i>2,202</i>	<i>1,200</i>	<i>1,378</i>	<i>1,200</i>	<i>-</i>
<i>Special Events & Programs</i>	<i>4,166</i>	<i>6,120</i>	<i>6,116</i>	<i>8,150</i>	<i>2,030</i>
<i>Operating Exp Subtotal</i>	<i>33,216</i>	<i>30,400</i>	<i>30,399</i>	<i>40,600</i>	<i>10,200</i>
<i>Division Total</i>	<i>183,505</i>	<i>184,604</i>	<i>184,993</i>	<i>187,919</i>	<i>3,315</i>

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$389 more than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$3,315 higher — an increase of 1.8 percent — compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to services and charges.*
- *Division FTEs increase by 0.25 for part-time staff hours.*
- *Approximately 78.4 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 13.1 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and transportation (\$4,250).*
- *Expenditures categorized as special events and programs account for about 4.3 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 pickleball program at the Recreation Center for adults and seniors.*
- *Create an additional age-based division in the Futsal league to better align age and skill level of participants.*
- *Enhance the programing and activities offered at the annual Egg Hunt and Monster Bash.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Adult Basketball League Teams	6	6	6	6
Adult Softball League Teams	4	6	6	6
Flag Football League Participants	N/A	N/A	N/A	N/A
Futsal League Participants	80	80	100	120
T-Ball League Participants	70	80	70	70
Tennis Lesson Participants	150	175	175	N/A
Winter Basketball League Participants	673	720	700	740
Y.E.S. League Participants	112	100	100	100
Celebrate Takoma Festival Participants	930	950	N/A	N/A
Egg Hunt Participants	460	475	550	575
Monster Bash Participants	800	820	900	1,100

Community Programs

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Community Programs</i>	215,036	227,240	225,870	220,579	(6,661)
<i>Division Total</i>	215,036	227,240	225,870	220,579	(6,661)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	117,530	125,905	125,905	122,431	(3,474)
<i>Fringe Benefits</i>	31,691	42,000	42,000	40,723	(1,277)
<i>Overtime</i>	5,056	2,500	2,500	2,500	-
<i>Employee Recognition</i>	461	360	360	-	(360)
<i>Personnel Subtotal</i>	154,737	170,765	170,765	165,654	(5,111)
<i>Supplies</i>	54	700	700	700	-
<i>Services and Charges</i>	8,909	8,585	8,565	12,500	3,915
<i>Special Events & Programs</i>	51,336	47,190	45,840	41,725	(5,465)
<i>Operating Exp Subtotal</i>	60,299	56,475	55,105	54,925	(1,550)
<i>Division Total</i>	215,036	227,240	225,870	220,579	(6,661)

Community Programs

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$1,370 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$6,661 lower — a decrease of 2.9 percent — compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to a decrease in personnel costs.*
- *Division FTEs increase by 0.04*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Expenditures categorized as special events and programs account for approximately 18.9 percent of division expenditures. This classification includes expenditures for department-sponsored special events such as the Egg Hunt, outdoor movies, and sports programs.*

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.
- Establish a turf management plan for the Bermuda grass that was installed at Ed Wilhelm field.
- Continue to work with MCPS regarding Lee Jordan field use during construction of the Takoma Park Middle School.
- 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Number of Resident Rentals at TPCC	140	135	137	100
Number of Non-Resident Rentals at TPCC	30	26	27	15
Percentage of days used at TPCC	74%	85%	71%	75%
Number of Resident Rentals at TPRC	43		26	40
Number of Non-Resident Rentals at TPRC	30	40	15	20
Percentage of days used at TPRC	80%	80%	70%	80%
Number of Resident Rentals at Heffner	54	47	66	70
Number of Non-Resident Rentals at Heffner	15	12	17	20
Percentage of days used at Heffner	75%	84%	80%	80%

Athletic Fields & Facilities

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Athletic Fields and Facilities</i>	82,180	76,630	76,605	83,500	6,870
<i>Division Total</i>	82,180	76,630	76,605	83,500	6,870

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Services and Charges</i>	82,180	76,630	76,605	83,500	6,870
<i>Operating Exp Subtotal</i>	82,180	76,630	76,605	83,500	6,870
<i>Division Total</i>	82,180	76,630	76,605	83,500	6,870

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$25 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$6,870 higher — an increase of 9 percent — compared to budgeted expenditures for FY20. The variance is attributable to an increase in Community Use of Public Facilities (CUPF) rentals 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 (\$57,700) and monies paid to Community Use of Public Facilities (CUPF) for City-provided recreational programs (\$25,800).*

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.*
- *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 FY18	Actual FY19	Estimated FY20	Projected FY21
Number of participants in Counselor-in-Training Program	13	13	0	13
Percentage of favorable ratings for Spring Break Camp	90	90	N/A	90
Percentage of evaluations returned for Spring Break Camp	83	80	N/A	80
Percentage of favorable ratings for Summer Camp	90	90	N/A	90
Percentage of evaluations returned for Summer Camp	80	80	N/A	80
Number of summer specialty camps	9	9	9	10

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Camps</i>	<i>125,308</i>	<i>106,180</i>	<i>106,155</i>	<i>39,429</i>	<i>(66,751)</i>
<i>Division Total</i>	<i>125,308</i>	<i>106,180</i>	<i>106,155</i>	<i>39,429</i>	<i>(66,751)</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	<i>54,318</i>	<i>38,750</i>	<i>38,750</i>	<i>10,847</i>	<i>(27,903)</i>
<i>Fringe Benefits</i>	<i>12,179</i>	<i>19,000</i>	<i>19,000</i>	<i>2,162</i>	<i>(16,838)</i>
<i>Overtime</i>	<i>378</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>-</i>
<i>Employee Recognition</i>	<i>415</i>	<i>330</i>	<i>330</i>	<i>-</i>	<i>(330)</i>
<i>Personnel Subtotal</i>	<i>67,290</i>	<i>59,080</i>	<i>59,080</i>	<i>14,009</i>	<i>(45,071)</i>
<i>Supplies</i>	<i>1,931</i>	<i>1,014</i>	<i>989</i>	<i>1,800</i>	<i>786</i>
<i>Services and Charges</i>	<i>50,533</i>	<i>38,986</i>	<i>38,986</i>	<i>16,520</i>	<i>(22,466)</i>
<i>Conferences, Training, & Dues</i>	<i>370</i>	<i>2,100</i>	<i>2,100</i>	<i>2,100</i>	<i>-</i>
<i>Special Events & Programs</i>	<i>5,184</i>	<i>5,000</i>	<i>5,000</i>	<i>5,000</i>	<i>-</i>
<i>Operating Exp Subtotal</i>	<i>58,017</i>	<i>47,100</i>	<i>47,075</i>	<i>25,420</i>	<i>(21,680)</i>
<i>Division Total</i>	<i>125,308</i>	<i>106,180</i>	<i>106,155</i>	<i>39,429</i>	<i>(66,751)</i>

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$25 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$66,751 lower — a decrease of 62.9 percent — compared to budgeted expenditures for FY20.*
- *Approximately 35.5 percent of division expenditures are personnel related.*
- *Division FTEs remain the same.*
- *Services and charges represent about 41.9 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 12.7 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.*
- *Provide additional emergency training opportunities for program staff.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Percentage of evaluations returned	86	90	N/A	90
Ratio of Contractor/Staff-led clubs and activities	2/8	2/8	0/4	N/A
Percentage of favorable ratings for Before/After Care	92	90	N/A	90
Contractor-led clubs/activities	2	2	N/A	N/A

Before & After School Programs

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Before and After School Programs</i>	114,011	99,215	99,304	53,753	(45,462)
<i>Division Total</i>	114,011	99,215	99,304	53,753	(45,462)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	85,208	69,125	69,125	38,181	(30,944)
<i>Fringe Benefits</i>	20,547	25,500	25,500	9,222	(16,278)
<i>Overtime</i>	95	1,000	1,000	1,500	500
<i>Employee Recognition</i>	355	240	240	-	(240)
<i>Personnel Subtotal</i>	106,205	95,865	95,865	48,903	(46,962)
<i>Supplies</i>	5,489	1,940	1,935	2,350	410
<i>Services and Charges</i>	500	85	85	400	315
<i>Conferences, Training, & Dues</i>	345	-	-	600	600
<i>Special Events & Programs</i>	1,473	1,325	1,419	1,500	175
<i>Operating Exp Subtotal</i>	7,806	3,350	3,439	4,850	1,500
<i>Division Total</i>	114,011	99,215	99,304	53,753	(45,462)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$89 more than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$45,462 lower — a decrease of about 46 percent — compared to budgeted expenditures for FY20.*
- *The variance is attributable to items related to personnel.*
- *Division FTEs remain the same.*
- *Approximately 91 percent of division expenditures are personnel related.*

Takoma Park Community Center

Division Purpose:

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

Management Objectives:

- *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 maintain the maximum number of participants.*
- *Increase technology and computer classes for the 55+ population.*
- *Explore options to offer virtual programs to participants.*
- *Develop a new partnership focusing on health, wellness and nutrition for the 55+ population.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of active adult programs	12	13	15	16
Number of Senior Camp participants		16	17	17
Number of participants in active adult programs	594	890	1,050	1,135
Number of Senior Program partners	4	5	5	6

Takoma Park Community Center

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Community Center</i>	391,995	390,690	389,996	417,693	27,003
<i>Division Total</i>	391,995	390,690	389,996	417,693	27,003

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	216,728	212,430	212,430	244,222	31,792
<i>Fringe Benefits</i>	65,562	63,500	63,500	77,071	13,571
<i>Overtime</i>	212	2,000	2,000	1,000	(1,000)
<i>Employee Recognition</i>	360	1,360	1,390	-	(1,360)
<i>Personnel Subtotal</i>	282,861	279,290	279,320	322,293	43,003
<i>Supplies</i>	4,626	11,000	10,950	11,000	-
<i>Computer Expenditures</i>	-	1,000	1,000	-	(1,000)
<i>Services and Charges</i>	72,286	72,900	72,078	46,900	(26,000)
<i>Office Expenditures</i>	4,117	2,500	2,500	2,500	-
<i>Special Events & Programs</i>	28,105	24,000	24,148	35,000	11,000
<i>Operating Exp Subtotal</i>	109,134	111,400	110,676	95,400	(16,000)
<i>Division Total</i>	391,995	390,690	389,996	417,693	27,003

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$694 lower than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$27,003 higher – an increase of 6.9 percent – compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to an increase in wages and fringe benefits.*
- *Approximately 77.2 percent of division expenditures are personnel related.*
- *Division FTEs increase by 0.5*
- *Services and charges represent about 11.2 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$46,900).*
- *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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Takoma Park

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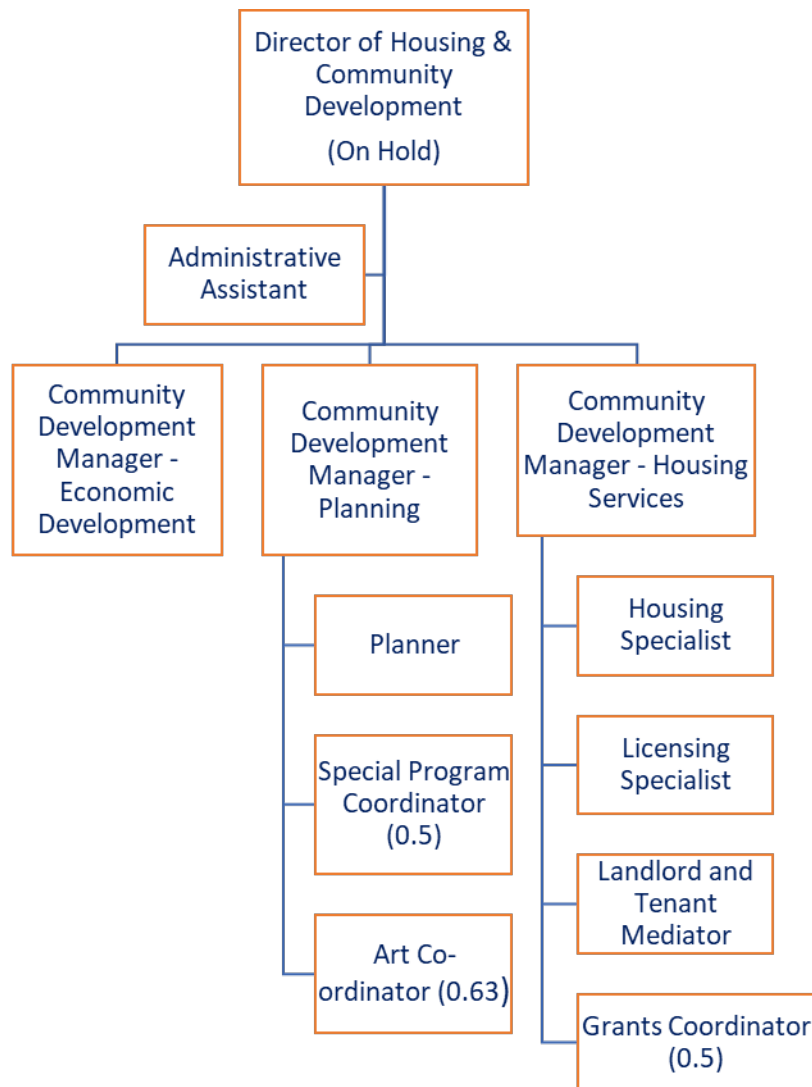
Department Summary

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.



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
HCD Administraton 5500							
Director of Housing & Community Development	130	130,000.00	132,138.16	1.00	1.00	1.00	-
Admin Assistant	115	25,000.00	75,970.74	0.50	0.50	1.00	0.50
Total HCD Administration FTE				1.50	1.50	2.00	0.50
FTEs with benefits				1.50	1.50	2.00	0.50
FTEs without benefits				-	-	-	-
Total HCD Administration FTE				1.50	1.50	2.00	0.50
Planning & Development 5400							
Community Development Manager-Planning	124	107,015.42	106,945.99	1.00	1.00	1.00	-
Planner	119	77,834.06	82,054.01	1.00	1.00	1.00	-
Special Program Coordinator	116	36,216.12	38,637.07	0.50	0.50	0.50	-
Total Planning and Development FTE				2.50	2.50	2.50	-
FTEs with benefits				2.50	2.50	2.50	-
FTEs without benefits				-	-	-	-
Total Planning and Development FTE				2.50	2.50	2.50	-
Economic Development 5600							
Community Dev. Manager-Economic Development	124	99,338.16	99,000.00	1.00	1.00	1.00	-
Total Economic Development FTE				1.00	1.00	1.00	-
FTEs with benefits				1.00	1.00	1.00	-
FTEs without benefits				-	-	-	-
Total Economic Development FTE				1.00	1.00	1.00	-
Arts & Humanities 5700							
Arts Coordinator	116	38,431.34	40,157.26	0.50	0.63	0.63	-
Total Arts & Humanities FTE				0.50	0.63	0.63	-
FTEs with benefits				0.50	0.63	0.63	-
FTEs without benefits				-	-	-	-
Total Arts & Humanities FTE				0.50	0.63	0.63	-
Housing & Community Services 5800							
Community Dev. Manager-Housing Services	124	100,828.23	100,762.82	1.00	1.00	1.00	-
Housing Specialist	116	75,740.83	79,140.78	1.00	1.00	1.00	-
Licensing Specialist	115	56,003.88	58,513.31	1.00	1.00	1.00	-
L/T Mediator	116	60,581.41	66,583.10	1.00	1.00	1.00	-
Grants Coordinator	118	32,400.00	33,875.56	-	0.50	0.50	-
Total Housing & Community Services FTE				4.00	4.50	4.50	-
FTEs with benefits				4.00	4.50	4.50	-
FTEs without benefits				-	-	-	-
Total Housing & Community Services FTE				4.00	4.50	4.50	-
Total Housing & Community Department FTE				9.50	10.13	10.63	0.50

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- The Housing and Community Development Director position in the Administration Division will be held vacant for at least half the year for a \$185,138 wage reduction.
- Wages for the Housing & Community Services intern and Arts & Humanities intern were also cut for a \$57,041 reduction.
- Conferences, training, and dues decreased by \$10,600 across all Divisions.



Department Summary

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Inspection Fees</i>	314,765	306,674	321,000	321,000	14,326
<i>Subtotal</i>	314,765	306,674	321,000	321,000	14,326
<i>General Fund</i>	1,140,645	1,540,754	1,563,112	1,510,845	(29,910)
<i>Department Total</i>	1,455,410	1,847,428	1,884,112	1,831,845	(15,583)

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	720,506	791,970	827,530	856,521	64,551
<i>Fringe Benefits</i>	226,190	273,200	319,700	303,359	30,159
<i>Overtime</i>	19,956	12,000	18,675	11,300	(700)
<i>Employee Recognition</i>	405	3,510	3,510	-	(3,510)
<i>Personnel Subtotal</i>	967,057	1,080,680	1,169,415	1,171,180	90,500
<i>Supplies</i>	4,838	36,446	35,346	27,000	(9,446)
<i>Computer Expenditures</i>	5,781	10,100	10,100	-	(10,100)
<i>Services and Charges</i>	420,571	627,451	589,973	560,119	(67,332)
<i>Communications</i>	4,821	9,452	9,452	5,296	(4,156)
<i>Office Expenditures</i>	1,645	7,800	7,450	6,600	(1,200)
<i>Conferences, Training, & Dues</i>	17,860	48,105	34,982	31,750	(16,355)
<i>Special Events & Programs</i>	32,837	27,394	27,394	29,900	2,506
<i>Operating Exp Subtotal</i>	488,353	766,748	714,697	660,665	(106,083)
<i>Department Total</i>	1,455,410	1,847,428	1,884,112	1,831,845	(15,583)

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>HCD Administration</i>	299,123	201,160	202,042	151,083	(50,077)
<i>Economic Development</i>	141,820	386,190	386,365	320,040	(66,150)
<i>Arts and Humanities</i>	1,295	89,515	86,015	71,516	(17,999)
<i>Planning and Development Services</i>	334,033	386,310	430,810	443,577	57,267
<i>Housing and Community Services</i>	679,139	784,253	778,880	845,629	61,376
<i>Department Total</i>	1,455,410	1,847,428	1,884,112	1,831,845	(15,583)

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$36,684 more than budgeted or 2 percent over the approved FY20 budget.*
- *The variance is primarily attributable personnel costs in wages, fringe benefits, and overtime, though there were small savings in several budget lines across the department.*

FY21 Budget Highlights:

- *Departmental expenditures in FY21 are \$15,583 lower – a decrease of 0.8 percent – compared to expenditures for FY20.*
- *The variance is primarily attributable to a decrease in service and charges, supplies and conference expenses partially offset by an increase in the budget for a full-year HCD Director, an increase in the administrative assistant position from a 0.5 FTE to 1 FTE, and the addition of an intern to assist in the Housing division. Previously the administrative assistant position was shared between two departments.*
- *Departmental FTEs increase by 0.5 due to an increase in hours for the Administrative Assistant in the Housing and Community Services division.*
- *Approximately 63.9 percent of departmental expenditures are personnel related.*
- *Services and charges account for 30.6 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 (\$73,000), and other miscellaneous contractual costs.*
- *Supplies, computer expenditures, communication, and office expenditures comprise \$38,896, or approximately 2.1 percent of the budget.*
- *Special events and programs account for about 1.6 percent of department expenditures. This category includes budget for programs such as transportation-pedestrian projects and Takoma Park Arts.*

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 redevelopment of the Takoma Park Recreation Center.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Public Realm Projects	4	4	4	4
Special Revenue Fund Projects Administered	5	6	5	5
Service Contracts Monitored	13	16	20	20
Cultural Programs Offered	46	42	42	46
Economic Development Projects	0	1	1	3
Boards and Commissions Staffed	4	4	5	4

HCD Administration

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>HCD Administration</i>	299,123	201,160	202,042	151,083	(50,077)
<i>Division Total</i>	299,123	201,160	202,042	151,083	(50,077)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	190,589	106,720	142,280	75,971	(30,749)
<i>Fringe Benefits</i>	61,166	26,500	26,500	31,000	4,500
<i>Overtime</i>	5,712	1,000	1,000	1,000	-
<i>Employee Recognition</i>	105	60	60	-	(60)
<i>Personnel Subtotal</i>	257,572	134,280	169,840	107,971	(26,309)
<i>Supplies</i>	4,529	2,700	1,600	2,000	(700)
<i>Computer Expenditures</i>	5,781	10,100	10,100	-	(10,100)
<i>Services and Charges</i>	23,149	43,478	11,000	35,516	(7,962)
<i>Communications</i>	4,821	8,752	8,752	4,596	(4,156)
<i>Office Expenditures</i>	1,141	1,100	750	1,000	(100)
<i>Conferences, Training, & Dues</i>	2,130	750	-	-	(750)
<i>Operating Exp Subtotal</i>	41,551	66,880	32,202	43,112	(23,768)
<i>Division Total</i>	299,123	201,160	202,042	151,083	(50,077)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be about \$882 over the adopted budget.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$50,077 lower – a decrease of 24.9 percent – compared to the budgeted expenditures of FY20.*
- *The variance is primarily attributable to a decrease in the budget for personnel costs*
- *Approximately 71.5 percent of division expenditures are personnel related.*
- *Services and charges represent 23.5 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 \$7,596, or approximately 5 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.*
- *Manage 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Economic Development Projects	0	0	3	3
Business Retention and Expansion Contacts	0	0	75	125
Individual Technical Support Contacts	0	0	5	5
Workforce Development Resource Partners	0	0	4	5

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Economic Development</i>	-	386,190	386,365	320,040	(66,150)
<i>Division Total</i>	-	386,190	386,365	320,040	(66,150)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	44,592	116,275	116,275	136,440	20,165
<i>Fringe Benefits</i>	14,264	41,000	41,000	43,000	2,000
<i>Overtime</i>	-	-	175	-	-
<i>Employee Recognition</i>	-	60	60	-	(60)
<i>Personnel Subtotal</i>	58,857	157,335	157,510	179,440	22,105
<i>Services and Charges</i>	80,138	209,000	209,000	129,200	(79,800)
<i>Communication</i>	-	700	700	700	-
<i>Office Expenditures</i>	4	2,000	2,000	1,000	(1,000)
<i>Conferences, Training, & Dues</i>	2,821	17,155	17,155	9,700	(7,455)
<i>Operating Exp Subtotal</i>	82,963	228,855	228,855	140,600	(88,255)
<i>Division Total</i>	141,820	386,190	386,365	320,040	(66,150)



Economic Development

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$175 more than budget.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$66,150 lower – a decrease of 17.1 percent – compared to the budgeted expenditures of FY20.*
- *The variance is primarily attributable to public health restrictions around travel and in-person meetings to stop the spread of the COVID-19 coronavirus. Additionally, personnel cost savings were realized through a delay in hiring the Economic Development Intern in the first quarter of FY20. Lastly, expenditures for the Takoma Park Recreation Center Community Engagement Process were a large percentage of the Contract budget line items with delayed spending due to the health crisis.*
- *Approximately 56.1 percent of Division expenditures are personnel related. FY21 will include an expenditure of a full year of salary and fringe benefits for the Community Development Manager for Economic Development and the salary for the Economic Development Intern.*
- *Division FTEs do not change.*
- *Services and charges represent 40.4 percent of division expenditures. This category includes contracts for economic development services with Main Street Takoma and Takoma Langley Crossroads CDA (\$73,500), Business Engagement (\$10,000), Community Engagement (\$10,000), Workforce Development (\$5,000), technical support for small businesses (\$5,000), analytic and website services (\$9,500), publicity (\$9,000) and printing (\$2,000).*
- *Conferences, training and association dues comprise the remaining \$9,700 or approximately 3 percent of the total operating expenditures.*

FY20 Accomplishments:

- *Established monthly H.I.R.E Pop-up in Takoma Park with WorkSource Montgomery to offer career coaching and employment assistance to residents.*
- *Accepted into the City Innovate Start-Up in Residence FY2019 cohort. Managed the “Challenge Base Procurement” process for the City Innovate Start-Up in Residence program. Three challenges were identified and two firms were selected to partner with the City on business connections and inclusive community engagement.*

- *Established WorkSource Montgomery partnership for job coaching and employment assistance.*
- *Established a partnership with the Institute for Transportation Engineers (ITE) to bring a STEM program to Takoma Park Youth During the Maryland STEM Festival. The partnership and created a virtual STEM opportunity during COVID-19 quarantine to engage youth around autonomous vehicles.*
- *Participated in the Government Alliance on Racial Equity Cohort.*
- *Awarded a \$100,000 Maryland Department of Housing and Community Development grant for signage and façade improvement.*
- *Represented Takoma/Langley Crossroads businesses in the Purple Line Corridor Coalition Small Business Working Group. Advocated for traffic mitigation and financial relief for businesses impacted by Purple Line construction.*
- *Facilitated initial discussion meetings regarding the Washington Adventist Hospital Site with Washington Adventist University.*
- *Conducted three tours and overviews of the Recreation Center and the community engagement process for redevelopment with County Councilmembers Evan Glass, Gabe Albornoz, and Hans Reimer.*
- *Drafted and managed the Request for Proposal process to hire a community engagement consulting firm for the redevelopment of the Takoma Park Recreation Center.*
- *Organized interviews with businesses impacted by Purple Line construction for Maryland State Delegate Jheanelle Wilkins.*
- *Organized businesses to travel to Annapolis and testify on the impacts that the Purple Line construction has had on their businesses.*
- *Partnered with the Ethiopian Community Center to offer job-readiness and employment assistance for 42 participants.*
- *Economic Development Division successfully pivoted to remote work beginning March 13, 2020.*
- *Created and implemented the Citywide Small Business Mini-Grant program in response to the impacts of the COVID-19 Stay at Home orders on Takoma Park businesses.*

Economic Development

- *Created and implemented the Takoma Park Together (#TogetherTKPK) campaign to support restaurants open during the COVID-19 crisis. The campaign included the Takoma Park To-Go website, a chalk mural marketing campaign, and two fundraisers from local businesses No Plan Press and Indigro Plant Design to support the Citywide Mini-Grant program.*
- *Represented Takoma Park in Montgomery County COVID-19 response for small business support and participated in the Economic Development working group for Re-Opening.*

FY21 Goals:

- *Support ongoing and upcoming development projects.*
- *Final execution of the Citywide Mini-Grant program in response to the impact of COVID-19 on Takoma Park small businesses.*
- *Create a Healthy Business program to assist small businesses to re-open during the COVID-19 health pandemic in ways that are safe for residents and customers.*
- *Begin execution of the inclusive community engagement process for the Redevelopment of the Takoma Park Recreation Center.*
- *Establish additional programs for small business technical assistance.*
- *Support the development of the Washington Adventist Hospital and advocate for the City's priorities of Education, Housing, and Health Care at the site.*
- *Manage an inclusive community engagement process for the redevelopment of the Takoma Park Recreation Center.*
- *Create a small business assistance program.*
- *Begin implementation of the Maryland Department of Housing and Community Development Façade and Signage improvement grant.*
- *Continue workforce partnerships.*
- *Continue development of resource partners for business development training and support.*

Division Purpose:

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

Management Objectives:

- *Continued implementation of the Takoma Park Cultural Plan.*
- *Facilitate the on-going cultural arts programming.*
- *Initiate and coordinate public arts projects*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Cultural Programs Offered	46	46	46	46
Boards and Commissions Staffed	0	0	1	1

Arts & Humanities

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Arts and Humanities</i>	1,295	89,515	86,015	71,516	(17,999)
<i>Division Total</i>	1,295	89,515	86,015	71,516	(17,999)

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	890	57,285	57,285	40,157	(17,128)
<i>Fringe Benefits</i>	160	13,700	13,700	16,409	2,709
<i>Overtime</i>	205	1,000	2,500	500	(500)
<i>Employee Recognition</i>	-	60	60	-	(60)
<i>Personnel Subtotal</i>	1,254	72,045	73,545	57,066	(14,979)
<i>Services and Charges</i>	33	12,820	7,820	8,700	(4,120)
<i>Office Expenditures</i>	8	1,800	1,800	1,800	-
<i>Conferences, Training, & Dues</i>	-	2,850	2,850	3,950	1,100
<i>Operating Exp Subtotal</i>	41	17,470	12,470	14,450	(3,020)
<i>Division Total</i>	1,295	89,515	86,015	71,516	(17,999)

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$3,500 less than budgeted for FY20 due to cancelled events.*
- *Operating expenditures decrease \$5,000 primarily attributable to the underspending in special events and programming.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$17,999 lower – a decrease of 20.1 percent – compared to the budgeted expenditures of FY20.*
- *Approximately 79.8 percent of division expenditures are personnel related.*
- *Services and charges represent 12.2 percent of division expenditures. Honoraria for performers represent 69 percent of services and charges expenditures. This category includes the Film Screening Series, the Lecture Series, the Poet Laureate, and Takoma Park Arts performances.*
- *Office expenditures and conferences, training, and dues sum up the remaining \$5,750 or 8 percent of the total operating expenditures.*

FY20 Accomplishments:

- *Before the closure of the Takoma Park Community Center in March, 28 events were held in the Takoma Park Arts series, including art exhibitions, concerts, theater and dance performances, film screenings, lectures, and poetry readings. Hundreds of people attended the events which provided a venue for the arts and financial support for local artists while stimulating the local economy and generating tax revenue.*
- ***Takoma Park Arts Online*** – *The closure of the Community Center required the cancellation of 16 Takoma Park Arts events so the series has shifted to online events to reach people at home, including new poetry readings, film screenings, and concerts. Hundreds of people have watched the events on YouTube along with recordings of former Takoma Park Arts events.*
- ***Roadside Attractions Concert Series*** – *The Arts and Humanities Division is co-sponsoring an outdoor music series called Roadside Attractions organized by the Viaduct arts salon. A diverse range of musicians have performed in 10 weekly concerts held in a local driveway. The musicians are paid through City funds to support their livelihoods and the local arts community.*

Arts & Humanities

- **Rebranding** – The former We Are Takoma cultural series was rebranded as Takoma Park Arts in 2019 to emphasize our focus and location.
- **Art Exhibitions** – City staff curate bimonthly art exhibitions at the Community Center which provide exposure for local artists, an opportunity for commission-free sales, and art reviews by The Washington Post and other media outlets.
- **Third Thursday Poetry Reading Series** – Our monthly poetry series has been revitalized with new themed readings that emphasize cultural diversity and timely topics. In [Poetry from Behind Bars](#), Poet Ambassadors from the Free Minds Book Club who were previously incarcerated read their poetry along with the work of current inmates. [Poems of Migration and the American Immigrant Experience](#) featured three local immigrant poets.
- **Performances** – A diverse range of performances, including concerts, dance, theater performances, storytelling, and even a puppet slam, highlighted cultures from across the globe. More than \$5,000 in donations was for the performers.
- **Lectures** – Many speakers have shared their expertise on various topics. Dianne Cross told [the remarkable story](#) of her great-great-grandfather who escaped from slavery by serving in the Union Army during the Civil War. A breast cancer survivor shared her inspiring life story, and a local musician celebrated the legacy of famed Takoma Park guitarist John Fahey.
- **Film Screenings** – Film screenings have offered a vital outlet for emerging filmmakers. Recent screenings included the opening night of the Community Stories film festival, a collection of vintage civil rights films, and documentaries that challenged stereotypes by providing a voice to underrepresented people.
- **Takoma Park Arts E-Newsletter** – More than 2,500 people have signed up for our weekly [Takoma Park Arts e-newsletter](#), illustrating the popularity of our cultural events that reach an audience far beyond the city limits.
- **Takoma Park Holiday Art Sale** – The 14th Annual Takoma Park Holiday Art Sale, which was held on Dec. 7, 2019, attracted hundreds of people to the Takoma Park Community Center to buy original artwork and crafts from more than 30 local vendors.
- **Public Piano** – Local artist Zahava Frank painted the piano with her original design featuring a tree sprouting above a rainbow. More than a dozen pianists performed at a grand opening concert in August 2019.
- **Bird Calls Phone** – Local artist David Schulman reprogrammed a vintage pay phone to play bird calls from local bird species. A new canary-yellow handset and two large feather banners were installed to highlight the Bird Calls Phone located at 8000 Flower Avenue.
- **Little Library Boxes** – Local artists Samantha Contrino and Katie Macyshyn painted five new Little Free Library boxes with portraits of groundbreaking female authors and activists, including Ethiopian legislator Senedu Gebru, Guatemalan human rights activist Rigoberta Menchu, children's book author-illustrator Juana Martinez-Neal, and African-American author Maya Angelou. The little libraries will be installed in underserved areas of Takoma Park in 2020.

FY21 Goals:

- ***Public Art Works Program*** – The Arts and Humanities Division is developing a proposal to incorporate public art in upcoming public works projects, such as bus shelters, benches, bike racks, and sidewalks. The program is contingent on the approval of public art funding from the City Council.
- ***Pending Public Art Projects*** – If funding is available, existing public art projects may resume, potentially including a mural on a retaining wall on Lincoln Avenue and the refurbishment of a mural in B.Y. Morrisson Park.
- ***Takoma Park Arts Programs*** – More online cultural events will be organized until the Community Center reopens, including poetry readings, film screenings, and concerts.
- ***Roadside Attractions*** – Ongoing support for the Roadside Attractions concert series will be provided, including promotional efforts and payments for musicians.

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:

- *Manage continued development of the New Hampshire Avenue Bikeway Plan.*
- *Implement findings and corrective measures including ADA improvements from the bus stop accessibility inventory and install shelters at priority locations.*
- *Implement Public Space Management Plan and identify priority steps.*
- *Coordinate with Council on parking management recommendations and implementation.*
- *Monitor development projects such as Takoma Junction, Washington Adventist Hospital, public school renovations and private properties.*
- *Provide technical support for the implementation of the Housing and Economic Development Strategic Plan.*
- *Provide Coordinate with Montgomery County Planning on the Minor Master Plan for the former hospital site, univeristy area and Maple Avenue.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Development and Zoning Reviews	6	5	6	8
Public Realm Projects	4	4	4	4
Economic Development Projects	4	4	0	0
Capital Projects	6	5	4	5
Safe Routes to School - Events	31	31	37	39
Safe Routes to School - Participants	2,910	2,910	2,975	3,000
TKPK5K Challenge - Participants	1,500	1,500	1,600	1,600
Vendor Permits Issued	5	5	5	5

Planning & Development Services

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Planning and Development Services</i>	334,033	386,310	430,810	443,577	57,267
<i>Division Total</i>	334,033	386,310	430,810	443,577	57,267

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	207,428	229,320	229,320	265,077	35,757
<i>Fringe Benefits</i>	63,226	53,500	100,000	93,000	39,500
<i>Overtime</i>	3,821	5,000	5,000	4,800	(200)
<i>Employee Recognition</i>	120	150	150	-	(150)
<i>Personnel Subtotal</i>	274,595	287,970	334,470	362,877	74,907
<i>Supplies</i>	309	33,746	33,746	25,000	(8,746)
<i>Services and Charges</i>	16,484	24,150	24,150	19,650	(4,500)
<i>Office Expenditures</i>	-	1,000	1,000	1,000	-
<i>Conferences, Training, & Dues</i>	10,883	14,750	12,750	7,850	(6,900)
<i>Special Events & Programs</i>	31,761	24,694	24,694	27,200	2,506
<i>Operating Exp Subtotal</i>	59,437	98,340	96,340	80,700	(17,640)
<i>Division Total</i>	334,033	386,310	430,810	443,577	57,267

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$44,500 more than budgeted for FY20 due to wages and fringe benefits.*
- *Operating expenditures decrease \$2,000, primarily attributable to the underspending in categories of conferences, training and dues.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$57,267 higher – an increase of 14.8 percent from the FY20 approved budget.*
- *The variance is primarily attributable to corrected costs in fringe benefits for personnel.*
- *Division FTEs do not change.*
- *Approximately 81.8 percent of division expenditures are personnel related.*
- *Supplies represent 5.6 percent of the budget.*
- *Services and charges are \$19,650, or 4.4 percent of division expenditures, a decrease of 18.6 percent from the FY20 approved budget. Included in this category are costs associated with contracts for technical services.*
- *Special Events and Programming account for 6.1 percent of the budget, which includes Transit-Pedestrian projects such as bike route improvements and Safe Routes to School program incentives (\$23,900) and the iCan Shine Camp (\$3,300).*

FY20 Accomplishments:

- *Conducted a technical assistance study, with a grant from MWCOG, for a thorough city wide bus stop inventory to identify bicycle and pedestrian connections, and accessibility improvements for individuals with disabilities with the goal to increase access to transit and improve multi-modal connectivity to existing and future regional transit hubs.*
- *Secured a technical assistance grant from MWCOG for an initial design concept for a complete streets redesign of Maple Avenue for the approximately one-mile segment between the Sligo Creek Trail and the City's border with the District of Columbia which prioritizes pedestrians, bicyclists, and transit users to provide safer, more convenient, and comfortable travel for all users.*

Planning & Development Services

- *Facilitated the establishment and operations of the Parking Management Task Force, to advise the Council and facilitate community input on the development of a City-wide Parking Management Plan.*
- *Awarded a Community Change grant from America Walks for a half mile equity walk designed to create a safe space to explore and discuss equity issues. The route will intersect with two elementary schools and one middle school, Takoma Park Community Center and Library and Takoma-Piney Branch Local Park. The proposed messaging will relate to inclusion, mindfulness, and kindness with the fitness prompts to engage the walkers in bursts of activity.*
- *With Safe Routes to School grant funds, Public Works completed construction of sidewalks and retaining wall on Lincoln Avenue.*
- *Takoma Park Safe Routes to School was awarded \$86,494 from the State Highway Administration to continue Safe Routes programming and the iCan Shine Bike Camp.*
- *Completed the 60% design of the New Hampshire Avenue corridor bikeway plan by June 2020 and submitted design documents to relevant reviewing agencies, funded through a grant from Maryland Bikeways.*
- *Repurposed public space to enable small businesses to use outdoor space in order to reopen during the coronavirus and provide greater opportunities for social distancing.*

FY21 Goals:

- *Support ongoing and upcoming development projects including the Takoma Recreation Center, the Washington Adventist Hospital, and the Takoma Junction.*
- *Completion of the Public Space Management Plan and adoption by Council.*
- *Completion of the Parking Management Plan, with the contribution of the Parking Management Task Force, and adoption.*
- *Completion of 60% plans for full length of New Ave Bikeway and receipt of funding from MD-Bikeways for final designs.*

Division Purpose:

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.

Management Objectives:

- *Implement the 2019 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Tenant Capacity Building Initiative Projects	6	8	8	10
Tenant Opportunity to Purchase Proposals	15	15	20	20
Rental Licenses – Issued	460	425	475	385
Rental Licenses – Discontinued	49	50	55	50
Illegal Rental Facilities Identified	45	45	30	50
Rental Units Inspected by Montgomery County	2,900	2,800	3,000	3,000
Rent Stabilized Rental Facilities	310	310	310	310
Exempted Rental Facilities	21	21	25	20
Rent Stabilization Exemptions Processed	18	16	18	20
Owner Occupied Group Houses Registered	7	7	10	10
Vacant Properties Monitored	85	85	85	85
Fair Return Petitions Filed	0	3	6	1
Illegal Rent Payments Reimbursed	\$1,500	\$1,000	\$1,500	\$10,000
COLTA – Cases Filed	3	5	8	10
COLTA – Hearings Conducted	1	1	4	5
Seminars and Workshops Conducted	9	10	10	20
Landlord Certificates Issued	220	220	225	225
Credit Checks Conducted	20	21	25	0
CDBG / Community Grants Administered	18	18	18	18
Emergency Assistance Grants Awarded	115	120	125	150
Home Stretch Downpayment Assistance Grants	0	3	5	5

Housing & Community Services

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Housing and Community Services</i>	679,139	784,253	778,880	845,629	61,376
<i>Division Total</i>	679,139	784,253	778,880	845,629	61,376

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	277,008	282,370	282,370	338,876	56,506
<i>Fringe Benefits</i>	87,374	138,500	138,500	119,950	(18,550)
<i>Overtime</i>	10,217	5,000	10,000	5,000	-
<i>Employee Recognition</i>	180	3,180	3,180	-	(3,180)
<i>Personnel Subtotal</i>	374,779	429,050	434,050	463,826	34,776
<i>Services and Charges</i>	300,767	338,003	338,003	367,053	29,050
<i>Office Expenditures</i>	492	1,900	1,900	1,800	(100)
<i>Conferences, Training, & Dues</i>	2,026	12,600	2,227	10,250	(2,350)
<i>Special Events & Programs</i>	1,076	2,700	2,700	2,700	-
<i>Operating Exp Subtotal</i>	304,360	355,203	344,830	381,803	26,600
<i>Division Total</i>	679,139	784,253	778,880	845,629	61,376

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to decrease by \$5,373 or 0.7 percent from the adopted budget.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$61,376 higher — an increase of 7.8 percent - compared to the FY20 adopted budget. This increase represents upcoming action items in support of the newly adopted Housing and Economic Development Strategic Plan.*
- *Personnel costs comprise 54.8 percent of the FY21 budget. The projected increase includes expansion of the Landlord and Tenant Mediator position to full-time from part-time and the costs associated with an increase in staff salaries and benefits. This added capacity has allowed 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 \$381,803 or 45.2 percent of division expenditures include services and charges, office expenditures, conferences and training and special events.*
- *Services and charges comprise \$367,053 of the operating budget. The 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 (\$45,000); moving our grants and learning management software to the cloud (\$10,600); and expanding our ability to serve resident associations (common-ownership and tenant associations - \$15,675); and additional assistance in the area of financial literacy workshops (\$2,000).*

FY20 Accomplishments:

- *Implemented the first phase of the 2019 Housing and Economic Development Strategic Plan.*
- *On boarded full-time bilingual Landlord and Tenant Mediator.*
- *Provided additional support to tenant and condominium owners and associations. The Housing Division worked to establish a new tenant association at 657 Houston Avenue.*

Housing & Community Services

- *Provided greater oversight and accountability to the rent report system to ensure that property owners and management companies are in compliance with the rent allowance. As a result, the City recaptured over \$20,000 in rent reimbursements and credits.*
- *The Licensing program conducted an extensive reconciliation of records to ensure that property owners and management companies had up-to-date lead certificates.*
- *Conducted over 10 workshops for residents on housing related matters including COVID-19 specific issues.*
- *Worked to establish industry standards for first-time homebuyer program to ensure greater participation and increased awards.*
- *Worked with the Commission on Landlord and Tenant Affairs (COLTA).*
- *Worked with Grants Review Committee in supporting the recommendations for grantees for the Community “Quality of Life Grants” program.*
- *Improved the application process for the Community “Quality of Life Grants” program*
 - *Remove Letter of Interest stage*
 - *Streamlined the payment process and cycle*
 - *Established a process for members of the Grants Review Committee and Council to audit the events and programs funded through this program*
 - *Staff and select Grants Review Committee Members were invited to a seminar on the use of data to track outcomes and outputs.*
- *Worked closely with third-party contractor, Ministries United Silver Spring Takoma Park (MUSST), and Montgomery County to ensure that residents received eviction prevention services and other related housing needs.*
- *Established resource information for residents in response to COVID-19 health emergency.*
- *Worked in partnership with several key partners to establish relationships on behalf of the City of Takoma Park:*
 - *Habitat for Humanity*
 - *Rebuilding Together*
 - *Montgomery County Department of Housing and Community Affairs*
 - *Montgomery County Department of Licensing and Zoning*
 - *Maryland Legal Aid*
 - *Civil Justice Inc.*
 - *The Catholic University of America*
 - *TESS Center, Community Action Agency*

Housing & Community Services

- Ethiopian Community Center, DC
- Adventist Community Services
- Purple Line Corridor Coalition Housing Action Team
- Long Branch Partners
- Emergency Assistance Coalition, organized by Interfaith Works
- Montgomery County Renters Alliance
- Public Justice
- WorkSource Montgomery
- Washington Adventist University

FY21 Goals:

- *Continue implementation of the 2019 Housing and Economic Development Strategic Plan.*
- *Increase emphasis on providing residents with safe, habitable housing through work with Montgomery County Department of Housing and Community Affairs.*
- *Maintain focus on compliance with tenant opportunity to purchase laws and compliance with the rent stabilization law and rental allowances*
- *Encourage homeowners to apply for relief Fair Return Petition.*
- *Increased engagement with new property owners*
 - *Multi-family*
 - *Homeowners (condominiums and single-family homes).*
- *Incorporation of financial literacy and coaching into existing homebuyer efforts.*
- *Increase outreach on end of life planning including: basic wills, health proxies, and advanced directives.*
- *Establish rental assistance program to support residential tenant impacted by COVID-19.*
- *Expand emergency assistance fund dollars to ensure that residents are stabilized in their housing and prevent eviction and foreclosure.*
- *Increase assistance to Condominium Communities*
 - *Reserve studies*
 - *Support with HOA fees for essential “community” needs.*
- *Assistance to Homeowners with non-federally backed mortgages.*

Housing & Community Services

- *Assistance with Personal Protective Equipment (reusable face masks; gloves, sanitizers).*
- *Ensure that the first-time homebuyer program is fully subscribed and integrated with sustainability grants and programs facilitated by the City.*
- *Launch new round of community partner grants and mini-grant programs.*
- *Support the success of FY21 Community “Quality of Life” Grants that integrated response to COVID-19 issues.*
- *Integrate Community grants with workforce development efforts led by the economic development division.*
- *Increase outreach to resident on relevant topics on a consistent basis.*
- *Transition appropriate housing division services to on-line platform for greater efficiency.*
- *Increase communication of division services to non-English speaking communities beginning with Spanish.*

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CityTV Staff

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Department Summary

Department Overview:

The mission of the Communications Office is to use media and technology to inform, educate, entertain, and engage residents while sharing items of public and cultural interest. The Communications Office operates Takoma Park City TV (the government access cable channel), maintains the City's website and social media outlets, publishes the City's monthly newsletter, and works to promote the City through positive relations with local media. Through its activities and its support of other City departments, the Communications Office advances the Council's interests in economic development, environmental sustainability and the enhancement of the quality of life in Takoma Park.

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

City TV broadcasts City Council meetings live on cable television and via the City's website and social media. City TV staff provides technical audio and lighting services for events in the 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:

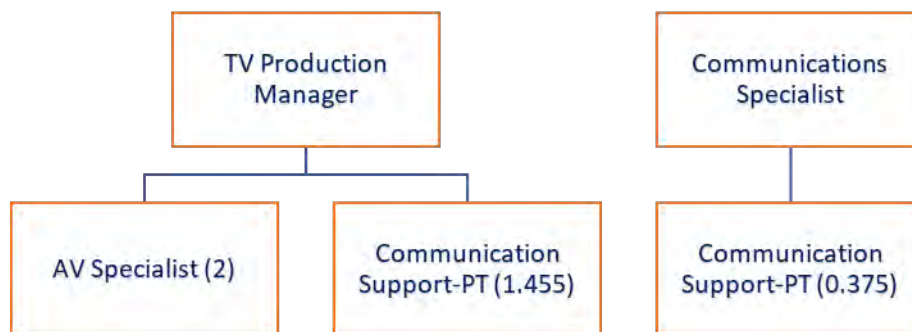
- *Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable channel.*
- *Collaborate with the city departments and local organizations to inform residents and TV and social media viewers of the services and events provided by the City, and city organizations.*
- *Continue to research and expand communication channels to improve and accelerate the reception of information by the residents.*

Performance/Workload Measures:

Measurement	Actual FY19	Estimated FY20	Projected FY21
City TV Hours:	265.5 hrs	240 hrs	225 hrs
Original programming	105 hrs	100 hrs	100 hrs
Council meetings	111 hrs	100 hrs	110 hrs
Radio programming	49 hrs	40 hrs	45 hrs
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%



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Communication							
TV Production Manager	121	78,478.73	85,129.93	1.00	1.00	1.00	-
Media Specialist	120	67,344.22	70,381.17	1.00	1.00	1.00	-
A/V Specialist	115	56,003.88	58,513.31	1.00	1.00	1.00	-
	115	55,176.22	60,785.61	1.00	1.00	1.00	-
Part-time Communication Support	114	14.50/hr.	57,579.50	1.75	1.50	1.83	0.33
Total Communication FTE				5.75	5.50	5.83	0.33
FTEs with benefits				4.00	4.00	4.00	-
FTEs without benefits				1.75	1.50	1.83	0.33
Total Communication FTE				5.75	5.50	5.83	0.33
Total Communication Department FTE				5.75	5.50	5.83	0.33

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- Conferences, training, and dues decreased by \$3,700 across all Divisions.

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Cable Franchise Fees</i>	231,298	221,000	221,000	214,000	(7,000)
<i>Cable Operating Grant</i>	422,957	417,000	417,000	404,000	(13,000)
<i>Subtotal</i>	654,255	638,000	638,000	618,000	(20,000)
<i>General Fund</i>	(146,386)	(100,463)	(103,324)	19,308	119,771
<i>Department Total</i>	507,869	537,537	534,676	637,308	99,771

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	286,090	297,425	297,425	369,830	72,405
<i>Fringe Benefits</i>	87,712	93,500	93,500	104,400	10,900
<i>Overtime</i>	6,635	7,000	7,000	12,000	5,000
<i>Employee Recognition</i>	860	420	510	2,000	1,580
<i>Personnel Subtotal</i>	381,297	398,345	398,435	488,230	89,885
<i>Supplies</i>	743	5,000	3,800	6,500	1,500
<i>Computer Expenditures</i>	-	-	1,043	-	-
<i>Services and Charges</i>	102,671	105,500	101,956	110,506	5,006
<i>Communications</i>	12,966	13,522	13,522	18,522	5,000
<i>Office Expenditures</i>	1,716	750	1,500	1,500	750
<i>Conferences, Trainings, & Dues</i>	8,476	14,420	14,420	12,050	(2,370)
<i>Operating Exp Subtotal</i>	126,571	139,192	136,241	149,078	9,886
<i>Division Total</i>	507,869	537,537	534,676	637,308	99,771

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$2,861 less than budgeted.*
- *The variance is due primarily to lower than anticipated costs for services and charges.*

FY21 Budget Highlights:

- *Cable operating grant revenues are anticipated to decrease by 3.1% in FY21.*
- *Expenditures are proposed to be \$99,771 higher- an increase of 18.6% - compared to budgeted expenditures for FY20.*
- *Personnel costs are approximately 76.6 percent of departmental expenditure and are up \$89,885 compared to budgeted expenditures for FY20. Costs include \$369,830 in wages, an increase of \$72,405 compared to FY20, \$104,400 in Fringe Benefits, \$12,000 in Overtime, and \$2,000 in Employee Recognition.*
- *Services and charges account for 17.3% of departmental expenditures. These expenditures include the Newsletter Editor, E-ink, Articles, and Postage.*
- *Supplies are up \$1,500 compared to FY20.*

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

Department Summary

FY20 Accomplishments:

- *City TV won the Hometown Media Awards for Overall Excellence in Government Programming from the Alliance of Community Media. This Award is presented to the most creative programs that address community needs, develop diverse community involvement, challenge conventional commercial television formats and move viewers to experience television in a different way.*
- *Last year, City TV started productions in Amharic, French and Haitian Creole. City TV also transmitted live three baseball games of the Silver Spring-Takoma Thunderbolts.*

FY21 Goals:

- *City TV expects to expand its relationship with Takoma Park organizations, and its youth productions.*
- *Recognizing the importance of communications, particularly electronic, video, web, remote connecting facilitation – work with other City staff to provide essential services and information during the pandemic.*



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

IN THIS SECTION:

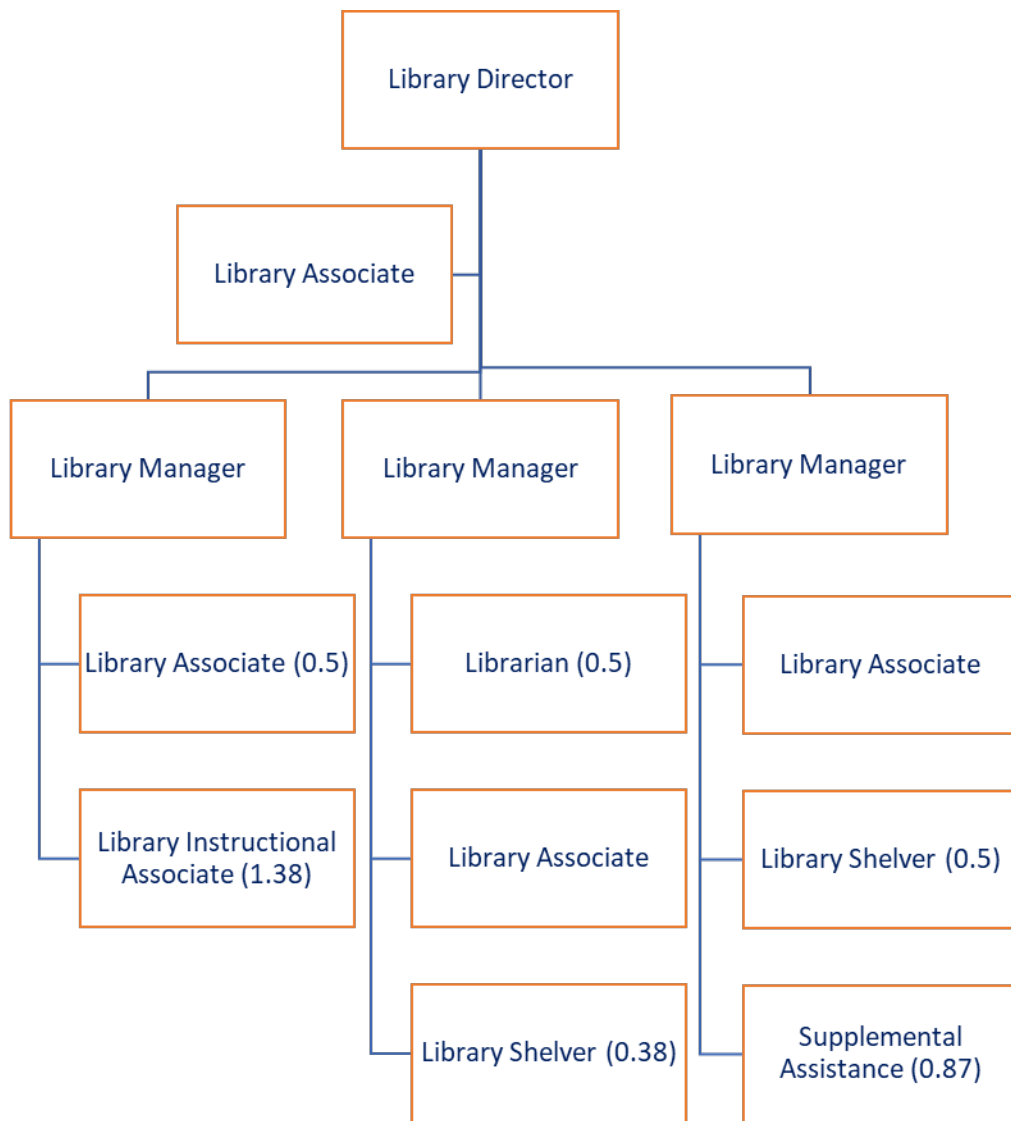
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Department Summary

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.

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Library Division 7000							
Library Director	130	133,122.64	139,113.16	1.00	1.00	1.00	-
Library Manager	122	104,567.80	112,386.87	1.00	1.00	1.00	-
Library Manager	122	98,522.13	106,083.43	1.00	1.00	1.00	-
Library Manager	122	98,522.11	102,963.43	1.00	1.00	1.00	-
Library Associate	114	70,775.60	73,967.61	1.00	1.00	1.00	-
Library Associate	114	63,770.72	66,642.58	1.00	1.00	1.00	-
Library Associate	114	64,686.34	64,685.94	1.00	1.00	1.00	-
Library Associate	114	28,729.56	30,017.42	1.00	1.00	1.00	-
Librarian	118	38,184.09	39,907.30	0.50	0.50	0.50	-
Library Shelver	106	28,304.98	29,571.83	0.50	0.50	0.50	-
Library Shelver	106	17,963.89	21,217.05	0.38	0.38	0.38	-
Supplemental Assistance	NA	16,000.00	46,700.00	0.87	0.87	0.87	-
Total Library Division FTE				10.25	10.25	10.25	-
FTEs with benefits				8.50	8.50	8.50	-
FTEs without benefits				1.75	1.75	1.75	-
Total Library Division FTE				10.25	10.25	10.25	-
Computer Center Division 7200							
Library Instructional Associate	114	54,949.13	60,546.51	1.00	1.00	1.00	-
	114	12,750.40	13,324.17	0.25	0.25	0.25	-
	114	6,188.83	6,466.46	0.13	0.13	0.13	-
Total Computer Center FTE				1.38	1.38	1.38	-
FTEs with benefits				1.13	1.13	1.13	-
FTEs without benefits				0.25	0.25	0.25	-
Total Computer Center FTE				1.38	1.38	1.38	-
							-
Total Library Department FTE				11.63	11.63	11.63	-

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- Library Administration wages were cut by \$13,700.
- Conferences, training, and dues decreased by \$4,200 across all Divisions.

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Library Aid from County</i>	186,058	188,329	188,329	185,973	(2,356)
<i>Library Fines and Fees</i>	15,781	17,000	11,000	15,000	(2,000)
<i>Subtotal</i>	201,839	205,329	199,329	200,973	(4,356)
<i>General Fund</i>	1,117,274	1,123,816	1,141,756	1,231,401	107,585
<i>Department Total</i>	1,319,114	1,329,145	1,341,085	1,432,374	103,229

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	832,619	834,575	850,575	899,594	65,019
<i>Fringe Benefits</i>	299,240	311,500	311,500	336,700	25,200
<i>Overtime</i>	8,324	8,200	8,400	6,200	(2,000)
<i>Employee Recognition</i>	3,410	6,570	6,720	6,000	(570)
<i>Personnel Subtotal</i>	1,143,593	1,160,845	1,177,195	1,248,494	87,649
<i>Supplies</i>	126,668	106,200	104,690	135,230	29,030
<i>Computer Expenditures</i>	5,431	14,400	14,400	-	(14,400)
<i>Services and Charges</i>	28,852	30,200	28,300	31,050	850
<i>Communications</i>	6,015	7,000	7,000	6,300	(700)
<i>Office Expenditures</i>	2,624	4,000	3,000	4,000	-
<i>Conferences, Training, & Dues</i>	5,931	6,500	6,500	7,300	800
<i>Operating Exp Subtotal</i>	175,521	168,300	163,890	183,880	15,580
<i>Department Total</i>	1,319,114	1,329,145	1,341,085	1,432,374	103,229

<i>Dept. Expenditures By DIVISION (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Library</i>	1,216,390	1,228,665	1,241,265	1,321,037	92,372
<i>Computer Learning Center</i>	102,723	100,480	99,820	111,337	10,857
<i>Department Total</i>	1,319,114	1,329,145	1,341,085	1,432,374	103,229

Department Summary

Adopted to Estimated Actual FY20:

Departmental expenditures are expected to be \$11,940. higher than budget.

- *The variance is attributable primarily to higher than anticipated personnel costs.*

FY21 Budget Highlights:

- *Departmental expenditures are \$103,229 higher – an increase of 7.8 percent – compared to budgeted expenditures for FY20.*
- *Departmental FTEs do not increase.*
- *Approximately 87 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$87,649 compared to budgeted expenditures for FY20.*
- *Supplies account for 9.4 percent of the total Library department budget. This category includes print and digital books for adults and children (\$29,030 or 27.3 percent more than FY 20) digital reference materials (\$19,280 or 23.6 percent more than FY20). It includes media (\$3,000) which was not included last year. It also includes print and digital periodical subscriptions (\$16,600) which decreases by 5.9 percent, and office and computer supplies (\$14,850) which increases 35 percent from FY 20. In the Computer Center, supplies account for 0.3 percent of the total budget (\$ 3,000), and consist of office and consumable computer supplies, now combined.*
- *Computer inventory expenditures are budgeted at zero by the IT Department in FY21. These expenditures are not budgeted separately in the Computer Center, as Computer Center computers are included in the CIP, and provided through our 3-year contract with Useful Corp.*
- *Services and charges account for 2.2 percent of the department budget. They include contracts (\$14,900) for our Integrated Library System and Content Cafe (\$7,600) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreases by 0.01 percent. Also included are expenses for programing and outreach (\$9,850) which restores previous reduction and increases by 59%. At \$1000, postage is decreased by \$500 from FY20. In the Computer Center, services and charges are budgeted at \$800 Expenditures include a \$200 contract for the print station in the Computer Center.*
- *Communications include charges for telephone (\$2,800) and cell phone (\$3,500). The communication account is deleted for the Computer Center, as expenditures are included with the Library division.*

- Office expenditures account for \$4,000 of the total, the same amount as in FY20. 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 (\$7,300) include professional memberships (\$2,000), and conference attendance (\$5,300). \$500 for conference attendance for Computer center staff is restored in FY21. The increase in this account is 12.3 percent from FY20.

FY20 Accomplishments:

(Many of the Library's objectives were affected and radically changed with the onset of Covid-19 and the Library's closure in mid-March. Thus, goals and accomplishments became altered and intertwined with new challenges, and are so described here.)

- *Programs: Online programs grew to include nearly all of the Library's inhouse programs, offered through Zoom and YouTube, including: Community Circle Time, Spanish Circle Time, SummerQuest, Comics Jam, Sketch Club, Alternative games, story times for younger children, and Yoga for children.*
- *Equity: Our curated collections of children's and adult books have continuously sought to include, and thus promote, the best and most diverse authors and subject matter. Inhouse Library programs were presented by writers of different backgrounds and nationalities, such as: Minh Le, Hena Khan, Innosanto Nagara, James Ransome and Lisa Cline-Ransome. The Ransomes discussed their collaborative work during a visit to the Library by Montgomery County Council Member Will Jawando. Most recently, Karen MacPherson's collaboration with Lucy Neher is planned to involve the addition of pertinent book titles selected by Karen and Kati Nolfi to the City's "Equity Walk."*
- *Online resources: Our collections of streaming and downloadable books became even more critical after closure. Online tutorials such as Phil Shapiro's guide to resources for native French speakers helped to educate, and strengthen ties to the French-speaking community. Jill Raymond's article about approaching periodical literature through the Ebsco database informed patrons of the wealth of full-text resources we have to offer. We increased funding for Hoopla – offering increased access to streaming and downloadable books, music, audiobooks, and movies.*

Department Summary

FY21 Goals:

Special challenges: In June of 2020, while still closed to the public, we have been planning to introduce Books-To-Go, a program of contactless checkout, for our patrons. This program is now scheduled to begin on July 6, 2020. The goals listed will continue, until such time as the library is able to reopen for full service, in conjunction with Community Center reopening and at the direction of the City Manager and Deputy City Manager.

- The Books-To-Go program, in particular, will be continued, and refined, allowing such improvements as book reservation.
- The Library will continue to facilitate progress toward planning for a new Library, the storage of books off-site, and the continued provision of Library services and programs at new locations.



Division Purpose:

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

Management Objectives:

- *Pursue the presentation of Library programs online, either live or in an archived form, to increase patron access to our programming resources.*
- *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 21st 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Circulation of materials	108,899	115,291	112,092	112,092
Circulation per capita	6.40	6.44	6.26	6.26
In-library use of materials	32,985	33,387	33,651	33,651
Use per capita	1.94	1.86	1.88	1.88
Program attendance	18,178	17,151	15,278	15,278
Programs	347	349	364	364

<i>Division Expenditures (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Library</i>	1,216,390	1,228,665	1,241,265	1,321,037	92,372
<i>Division Total</i>	1,216,390	1,228,665	1,241,265	1,321,037	92,372

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	760,475	762,345	778,345	819,257	56,912
<i>Fringe Benefits</i>	273,908	289,000	289,000	312,700	23,700
<i>Overtime</i>	7,440	8,000	8,000	6,000	(2,000)
<i>Employee Recognition</i>	3,320	6,480	6,630	4,500	(1,980)
<i>Personnel Subtotal</i>	1,045,143	1,065,825	1,081,975	1,142,457	76,632
<i>Supplies</i>	126,239	102,740	101,690	132,230	29,490
<i>Computer Expenditures</i>	3,789	14,400	14,400	-	(14,400)
<i>Services and Charges</i>	27,622	29,200	27,700	30,250	1,050
<i>Communications</i>	6,015	7,000	7,000	6,300	(700)
<i>Office Expenditures</i>	2,255	3,000	2,000	3,000	-
<i>Conferences, Training, & Dues</i>	5,328	6,500	6,500	6,800	300
<i>Operating Exp Subtotal</i>	171,248	162,840	159,290	178,580	15,740
<i>Division Total</i>	1,216,390	1,228,665	1,241,265	1,321,037	92,372

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$12,600 more than budget.*
- *The variance is attributable primarily to increased expenditures for personnel.*

FY21 Budget Highlights:

- *Division expenditures are \$92,372 higher – an increase of 7.5 percent – compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to in personnel and operating costs.*
- *Division FTEs do not change.*
- *Approximately 86.3 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 \$178,580 or about 13.5 percent of division expenditures.*
- *Supplies account for 10 percent of the division budget. This category includes print and digital books for adults and children (\$78,500 or 34 percent more than FY20) digital reference materials (\$19,280 or 23.7% more than FY20.). It includes media at \$3,000. It also includes print and digital periodical subscriptions (\$16,600) which decreases by 5.9 percent, and office and computer supplies (14,850) which increases by 35 percent from FY20.*
- *Computer inventory expenditures are not funded – a decrease of 100 percent from 2020. The IT department determined that the Library was adequately funded in FY20.*
- *Services and charges account for 2.3 percent of the division budget. They include contracts (\$14,900) for our ILS with Content Cafe (\$7,600) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreases by 0.01 percent. Also included are expenses for programing and outreach (\$9,850), which increases by 59% percent from FY20. At \$1,000, postage is decreased by \$500.*
- *Communications includes charges for telephone (\$2,800), decreasing by 20% and cell phone (\$3,500), which remains unchanged.*
- *Conferences, training, and dues include professional memberships (\$2,000), and conference attendance (\$4,800). This account increases by 4.6 percent.*

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:

Increase assistance provided to users of laptops, phones and pads including both troubleshooting and help in installing and using apps, especially those which extend our digital resources.

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of Internet sessions (log-ons)	13,131	2819	2829	NA
Hours Used	8,456	2318	1961	NA

(After October 25, 2020, use statistics became unavailable.)

Computer Learning Center

<i>Division Expenditures (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Computer Learning Center</i>	<i>102,723</i>	<i>100,480</i>	<i>99,820</i>	<i>111,337</i>	<i>10,857</i>
<i>Division Total</i>	<i>102,723</i>	<i>100,480</i>	<i>99,820</i>	<i>111,337</i>	<i>10,857</i>

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	<i>72,143</i>	<i>72,230</i>	<i>72,230</i>	<i>80,337</i>	<i>8,107</i>
<i>Fringe Benefits</i>	<i>25,332</i>	<i>22,500</i>	<i>22,500</i>	<i>24,000</i>	<i>1,500</i>
<i>Overtime</i>	<i>885</i>	<i>200</i>	<i>400</i>	<i>200</i>	<i>-</i>
<i>Employee Recognition</i>	<i>90</i>	<i>90</i>	<i>90</i>	<i>1,500</i>	<i>1,410</i>
<i>Personnel Subtotal</i>	<i>98,450</i>	<i>95,020</i>	<i>95,220</i>	<i>106,037</i>	<i>11,017</i>
<i>Supplies</i>	<i>430</i>	<i>3,460</i>	<i>3,000</i>	<i>3,000</i>	<i>(460)</i>
<i>Computer Expenditures</i>	<i>1,641</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Services and Charges</i>	<i>1,230</i>	<i>1,000</i>	<i>600</i>	<i>800</i>	<i>(200)</i>
<i>Communications</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Office Expenditures</i>	<i>369</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>-</i>
<i>Conferences, Training, & Dues</i>	<i>603</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>500</i>
<i>Operating Exp Subtotal</i>	<i>4,273</i>	<i>5,460</i>	<i>4,600</i>	<i>5,300</i>	<i>(160)</i>
<i>Division Total</i>	<i>102,723</i>	<i>100,480</i>	<i>99,820</i>	<i>111,337</i>	<i>10,857</i>

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$660 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$10,857 higher – an increase of 10.8 percent – compared to budgeted expenditures for FY20.*
- *The variance is mainly attributable to increases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 95.2 percent of division expenditures are personnel related.*
- *Supplies account for \$3,000 – or 2.7 percent of the division budget. Expenditures consist mainly of office and consumable computer supplies.*
- *Services and charges and office expenditures have a combined budget of \$1,800 (1.6% of the total). Services and charges include a \$200 contract for the print station in the Computer Center.*



Walk to School Day

IN THIS SECTION:

- Non-Departmental Summary 286
- COVID-19 Emergency Assistance Fund 291

Non-Departmental 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.

Supplemental Information:

Measurement	Actual FY19	Estimated FY20	Proposed FY21
Number of auto liability insurance claims	8	10	10
Number of general liability insurance claims	6	8	8
Number of police liability insurance claims	0	2	2
Number of public official insurance claims	0	0	0
Number of property insurance claims	0	0	0
Number of worker's compensation insurance claims	23	29	25
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	136	140	142



Non-Departmental Summary

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- City Council voted to set aside \$440,000 for a new COVID-19 Fund to help residents and businesses recover from the pandemic.
- Budget reconciliation cuts included a \$8,700 reduction in training and tuition reimbursement.
- Independence Day Celebration and Folk Festival cancellations due to COVID-19 allowed for a \$58,000 cut.
- The stormwater fee rebate program was removed for \$50,000 and the contingency account was reduced by \$4,900.

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>General Fund</i>	1,400,240	1,894,877	1,538,095	2,222,971	328,094
<i>Division Total</i>	1,400,240	1,894,877	1,538,095	2,222,971	328,094

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Other Fringe Benefits</i>	51,795	75,875	75,875	86,500	10,625
<i>Workers' Compensation Insurance</i>	593,435	595,000	595,000	684,000	89,000
<i>Personnel Subtotal</i>	645,230	670,875	670,875	770,500	99,625
<i>Supplies</i>	615	20,000	8,170	-	(20,000)
<i>Services and Charges</i>	132,474	149,700	144,100	163,200	13,500
<i>Office Expenditures</i>	264,550	171,868	44,000	154,971	(16,897)
<i>Conferences, Training, & Dues</i>	16,164	21,000	8,000	11,300	(9,700)
<i>Special Events & Programs:</i>					
<i>Arts Commission</i>	10,033	-	-	-	-
<i>Covid-19 Emergency Assistance Fund</i>	-	194,150	194,150	440,000	245,850
<i>Grants</i>	69,306	151,784	151,800	185,000	33,216
<i>Partnership Program</i>	103,114	110,000	110,000	125,000	15,000
<i>Housing Expenditure</i>	10,000	210,000	30,000	210,000	-
<i>Community Festival & 4th of July</i>	19,340	40,500	46,500	-	(40,500)
<i>Safety & Wellness</i>	2,460	3,000	1,000	3,000	-
<i>Tax Rebate & Supplemental Tax</i>	126,953	152,000	129,500	160,000	8,000
<i>Operating Exp Subtotal</i>	755,009	1,224,002	867,220	1,452,471	228,469
<i>Division Total</i>	1,400,239	1,894,877	1,538,095	2,222,971	328,094

Non-Departmental Summary

Adopted to Estimated Actual FY20:

- *Expenditures are expected to be \$356,782 less than budget.*
- *The variance is attributable mainly to the decrease in emergency supplies (\$10,000), general contingency provision (\$127,868), and Housing Fund expenditures (\$180,000).*

FY21 Budget Highlights:

- *Expenditures are \$328,094 higher – an increase of 17.3 percent – compared to budgeted expenditures for FY20.*
- *Approximately 34.7 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$684,000). None of these costs are directly related to FTEs.*
- *Services and charges account for about 7.3 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 (\$163,200).*
- *The conferences, training, and dues category includes employee training (\$6,000) and the City's tuition reimbursement program (\$5,300).*
- *Office Expenditures account for 7 percent of division expenditures. As required by the City Charter, one-half of one percent of revenues (\$129,971) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.*
- *Approximately 50.5 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 (\$160,000) is reflected in this classification. \$440,000 is included for Covid-19 emergency assistance. As required by the City Charter, one-half of one percent of revenues (\$129,971) 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. External entities will benefit from the Grants Program (\$185,000) and Community Partnership Program (\$125,000). Contribution to the Housing Fund Reserve is increased by \$10,000.*

Special Events & Programs

The community Partnership Program includes:

Summer Meals and Enrichment Program

\$45,000

The purpose of the summer meals and enrichment program is to provide summer academic enrichment opportunities for underserved Takoma Park youth that assists with meeting local and state academic standards in core content areas, such as reading and mathematics. The program also provides activities for youth development, drug and violence prevention, art, music, character education, counseling and recreation to enhance the program's academic components. Meals are also included as part of the program.

Teen Mentoring Program

\$20,000

The primary goal of the teen and young adult mentoring program is to assist youth in making a successful transition to employment, further education, and overall success. A wide range of activities and services are available to assist youth, especially those who are disconnected and out-of-school, in making a successful transition to adulthood

The Tax Rebate Program

FY21 Tax Rebate Program

\$160,000

The City provides additional property tax credits for the Homeowner Property Tax Credit and Renter Tax Credit which are supplemented by the State of Maryland and Montgomery County. We expect to spend approximately \$160,000 in the FY21 program which will benefit 140 homeowners.

Non-Departmental Summary

Grants

Emergency Tree Removal Program

\$25,000

\$25,000 is Included in Grants for the Emergency Tree Removal Assistance Fund. This fund provides assistance to low and moderate income property owners in Takoma Park for removal of dead or hazardous trees or pruning of hazardous branches.

Small Business Support Grant

\$20,000

The purpose of the Small Business Support Grant is to retain local businesses and assist them through unforeseen challenges that could threaten the continuance of the business. The funds will be targeted to both new and existing businesses facing urgent business needs in the areas of operations, equipment, or financing.

Non-Departmental Summary

COVID-19 Emergency Assistance Fund - \$440,000

Housing and Community Development \$250,000

Rental Assistance Program

\$150,000

In partnership with our trusted partner MUSST, a Rental Assistance Program (RAP) will be developed to address the ongoing needs of residents facing eviction. This program will assist those renters and homeowners who are current with their rent or mortgage obligation but could benefit from a subsidy for three (3) months in the amount of \$200 for total of \$600. This program can assist up to 250 beneficiaries with this funding.

Assistance to Homeowners

\$50,000

Homeowners with non-federally backed mortgages are vulnerable during this health emergency. These loans are not subject to the same protections as federally-backed mortgages and may not allow for a penalty-free forbearance option. These funds would be used to assist residents facing this crisis.



Non-Departmental Summary

Assistance with Personal Protective Equipment

\$50,000

There is an ongoing need to reinforce the need for City residents to use personal protective equipment including reusable cloth masks, hand sanitizer, and other equipment to reduce the spread of the virus. The City has been fortunate to receive donations of masks and other protective equipment, however, as this health emergency evolves we will need to purchase and supply individuals and multi-family building residents with the protective equipment.

Economic Development \$190,000

Small Business Mini-Grant Program

\$15,000

The City of Takoma Park established a Citywide Small Business Mini-Grant Program to provide emergency assistance to small businesses impacted by the COVID-19 pandemic and resulting closures and constrained business operations. Grants of up to \$3,000 per business were awarded for their immediate needs. All Takoma Park businesses were eligible for the grant program. These additional funds coupled with redirected funds from the Economic Development Division and from public donations will allow 99% percent of applicants to receive funding for emergency needs such as rent, payroll, healthcare, and business model adjustments. The Citywide Mini-Grant Program has filled a gap in County and Federal emergency businesses assistance for many of our microbusinesses and entrepreneurs.

Healthy Business Initiative

\$50,000

The Takoma Park Healthy Business Initiative is a response to the ongoing needs of our local businesses in the face of COVID-19 challenges and changes to business operations. The Healthy Business Initiative will support Takoma Park businesses in creating business environments that are safe and healthy for business owners, employees, clients, and customers. This initiative includes four crucial small business support programs that will help our Takoma Park businesses impacted by public health emergency closures and stay-at-home orders begin to adjust business operations to stop the spread of COVID-19 and adhere to state and county public health re-opening rules and guidance. The small business support programs include:

Non-Departmental Summary

1. Outdoor seating and hand sanitizing stations
2. Public health signage
3. Business recovery cleaning
4. Healthy business grant

Small Business Technical Assistance

\$50,000

As local businesses continue to try to operate in an uncertain economy and with increasingly stringent public health mandates, many business owners will require business support in the areas of marketing, management, business model adjustments, and financial tracking and record keeping. These core business activities have become even more daunting during the COVID-19 pandemic and require dedicated assistance to Takoma Park businesses. Currently, Takoma Park is connected to a secondary level of technical assistance that stems from non-profit small business development organizations that are seeing a drastic reduction in capacity as their client requests increase due to the pandemic. These funds will allow for dedicated small business development webinars and consulting services to address these unprecedented business challenges and help retain local businesses.

Additional Economic Development Assistance

\$50,000

Additional funds will be needed throughout the fiscal year to address the delayed impact of the COVID-19 financial crisis businesses will face. These funds will support new and alternate inventory that expired during government mandated closures and new equipment needed to make business operations safer and more efficient. Additionally, it is estimated that up to 40% of businesses will close permanently due to the COVID-19 public health emergency. Therefore, these funds will also assist businesses making difficult decisions around closure, eviction, and exit strategies most likely to increase in the 2nd and 3rd quarter of the fiscal year when eviction moratoriums have expired.

Workforce Development

\$25,000

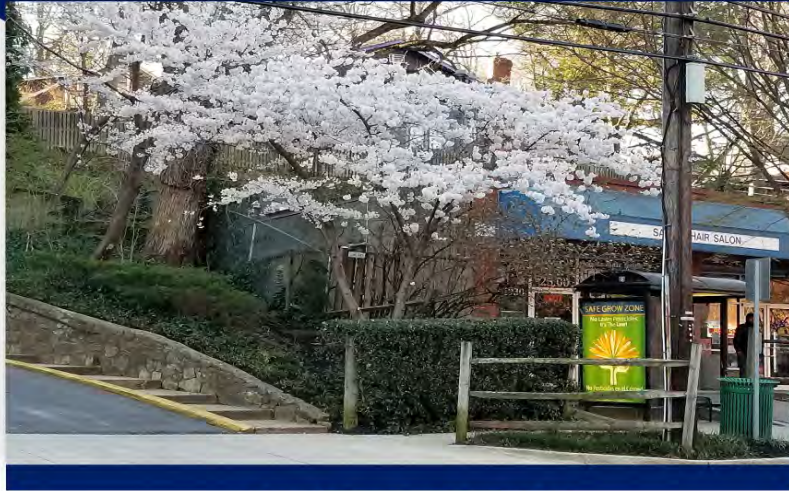
Prior to the COVID-19 emergency, Takoma Park had an unemployment rate that exceeded the national average. As the pandemic grew, the unemployment rate increased and the need for

employment services became even greater. For those who were suddenly in search of remote work, the additional expenses of technology and equipment has added to the financial burden that families are already facing. Additionally, residents of Takoma Park also suffer from under employment, were they are working in survival jobs despite having degrees, skills, and expertise. These funds will enhance partner workforce development programs that address the needs of unemployed and under employed residents. This funding will also help address barriers to securing and sustaining employment by providing financial assistance for certification and training, transportation, employment coaching and counseling, and job readiness.





City of Takoma Park



A Beautiful Spring Day in Takoma Park

IN THIS SECTION:

Capital Improvement Program

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Capital Improvement Program

Fiscal Years: 2021 - 2025

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 FY21. 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 FY21, Police related purchases include four police cars, and Police equipment including field radios, mobile computers, body cameras and tasers, and replacement of the license plate reader. Scheduled Public Works related purchases include a replacement pickup truck, leaf box and leaf collection vacuum, crack filling machine and truck tire changer. Recreation Department purchases include a replacement treadmill and Active Arcade game. IT-related purchases include an upgrade of the network switches and door security, and ID software replacement. Library-related purchases include replacement of the Useful hardware for the Computer Learning Center.

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 FY21 include a phone system replacement, disaster recovery enhancements, additional security cameras and switches, and a new door security system. The existing dais is approaching the end of its useful life. The proposed cost of \$25,000 will cover design, construction and assemblage of a new bullet-proof dais that will address safety issues for the Council. Closed captioning, costing \$25,000, will provide text display on the City cable channel to improve accessibility.

Infrastructure improvements

Ongoing infrastructure improvements include funding for new sidewalk construction and traffic calming of \$100,000, sidewalk repairs for compliance with the Americans with Disabilities Act (half for city sidewalks and half along State highways) of \$500,000, and street restoration funding of \$500,000. Additionally, the Flower Avenue Green Street project, which began in late FY19, will be completed with an anticipated remaining expenditure in FY21 of \$740,330. Funding is also included for bike infrastructure improvements (\$25,000)

and bus shelter improvements (\$85,000). 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.

The Library will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library should be completed by FY21, with construction anticipated to begin in FY21. About \$3,600,000 is budgeted to be spent, financed with the City Bond. This consists of \$3.5 million in construction and construction fees, plus \$100,000 estimated for a construction attorney.

Park Development

There is no budget proposed for park development in FY21.

Facilities

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller-scale facility improvements. In FY21 the project is replacement of some lobby doors. A reconfiguration of the IT and Cable space has been delayed. The funding for that project will be split between the Facility Maintenance Reserve and the Cable Grant. Construction plans for a renovation of the Dispatch and Administrative area of the Police Department and filling in of the Atrium opening were completed in FY20. The project construction has been delayed until FY22.

Stormwater Management

In FY21, 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 second phase of the Takoma Branch Stream Restoration project which, when completed, will provide significant pollution reduction for the City. Phase 1 was expected to start in FY20. Other projects include construction of bioretention facilities at Grant and Holly Avenue, and addressing erosion issues at the dead end of Sligo Mill Road.

Additional information about the Stormwater Management budget can be found on page 222.



Capital Improvement Program

Fiscal Years: 2021 - 2025

COVID-19 Budget Impact

Changes to Fiscal 2021 Recommended Budget

- Budget reconciliation cuts totaled \$119,000 from commemorative signs (\$4,000), public art (\$25,000), street maintenance (\$50,000), land management (\$15,000), and Neighborhood Commercial Development (\$25,000).

Capital Improvement Program

Fiscal Years: 2021 - 2025

Legend

GF – General Fund – general operating fund of the city. Capital improvement projects that include basic city services such as police protection, street maintenance, recreation, administrative, human resources and financial management are funded by this program.

ERR – Equipment Replacement Reserve – assets with lifespans of 3 to 30 years, such as large machinery and vehicles, are funded by this program.

FMR – Facility Maintenance Reserve – smaller scale facility improvements are funded by this program.

SRF – Special Revenue Funds - specific projects funded by grants.

SCF – Speed Camera Program Fund - public safety projects funded by revenue from the City’ speed camera program.

SW – Stormwater Management Fund – stormwater management projects including construction, maintenance and repair of storm drains, inlets, channels and ditches; and projects for compliance with state and federal requirements for pollution control associated with stormwater runoff – are funded by this program.

Priority Level

I – Imperative

II – Essential

III – Important

IV - Desirable

Capital Improvement

A Look Back - FY 2019 through

EQUIPMENT		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Police - Vehicles							
Police Cars	ERR	I	\$ 190,347	\$ 218,535			
Police Patrol Cars - (#278, 281, 282) (\$44,848/car)	ERR	I			\$ 134,544	\$ 134,544	
Police Patrol Cars - (#287, 288,289,291) (\$58,000/car)	ERR	I					\$ 232,000
Police Patrol Cars - (#293, 294, 295, 296) (\$50,416/car)	ERR	I					
Police SUVs - (#292, 300) (\$50,416/car)	ERR	I			\$ 40,460	\$ 40,460	
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$45,898/car)	ERR	I					
Parking Enforcement Van (#299)	ERR	I					
Police K-9 Patrol Car (#337)	ERR	I			\$ 44,848	\$ 44,848	
Police Patrol Cars - (#308, 309, 310, 311, 312, 314, 316) (\$64,500/car)	ERR	I					
Police Small Van (#313)	ERR	I					
Police Transit Van (#315)	ERR	I					
Police Truck (#322)	ERR	I					
Police Truck (#323,324,325,326,327,328,329)	ERR	I					
Police - Equipment							
Field Radio Equipment	ERR	II	\$ 59,000	\$ 109,417	\$ 25,000	\$ 25,000	\$ 35,000
Mobile Computers	ERR	I	\$ 15,000	\$ -	\$ 25,000	\$ 25,000	\$ 50,000
Camera Trailer	SCF	II	\$ 33,000	\$ -	\$ 33,000	\$ 33,000	\$ 33,000
In-car Camera Systems Replacement	SCF	III	\$ 84,000	\$ 82,469			
Refit of Property Room Storage Systems	SCF	IV	\$ 44,801	\$ 75,392			
License Plate Reader	ERR	II					\$ 26,800
Bike Patrol Unit Equipment	SCF	II					\$ 18,000
Body Camera & Taser Replacement	ERR	I					\$ 11,184
Public Works - Vehicle							
Dump Truck (#259)	ERR	II			\$ 80,000	\$ 76,000	
Recycling Truck (#261)	ERR	II	\$ 249,663	\$ 228,907			
Trash Truck (#222)	ERR	II	\$ 247,582	\$ 228,907			
Pick Up Truck (#223)	ERR	III			\$ 35,100	\$ 33,783	
Pick Up Truck (#241)	ERR	III			\$ 32,000	\$ 38,674	
Admin Vehicle (#262)	ERR	III					
Pick Up Truck (#244)	ERR	III					\$ 41,500
Pick Up Truck (#260)	SW	III					
Street Sweeper	ERR	III					
Building Maintenance Van (#285)	ERR	III					
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR	I					

EQUIPMENT		Adopted FY21	FY22	FY23	FY24	FY25
Police - Vehicles						
Police Cars	ERR					
Police Patrol Cars - (#278, 281, 282) (\$58,000/car)	ERR					
Police Patrol Cars - (#287, 288, 289,291) (\$58,000/car)	ERR	\$ 232,000				
Police Patrol Cars - (#293, 294, 295, 296) (\$60,900/car)	ERR		\$ 243,600			
Police SUVs - (#292, 300) (\$60,900/car)	ERR		\$ 60,900			
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$63,945/car)	ERR			\$ 447,615		
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) (\$66,692/car)	ERR				\$ 466,844	
Police Small Van (#313)	ERR				\$ 42,300	
Police Transit Van (#315)	ERR				\$ 33,800	
Police Truck (#322)	ERR				\$ 45,000	
Police Truck (#323,324,325, 326,327,328,329) (\$70,026/car)	ERR					\$ 490,182
Police - Equipment						
Field Radio Equipment	ERR	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Mobile Computers	ERR	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Camera Trailer	SCF	\$ 33,000				
In-car Camera Systems Replacement	SCF					
Refit of Property Room Storage Systems	SCF					
License Plate Reader	ERR	\$ 26,800	\$ 13,400	\$ 13,400		
Bike Patrol Unit Equipment	SCF	\$ 18,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Body Camera & Taser Replacement	ERR	\$ 11,184		\$ 32,154		\$ 32,154
Public Works - Vehicle						
Dump Truck (#259)	ERR					
Recycling Truck (#261)	ERR					
Trash Truck (#222)	ERR					
Pick Up Truck (#223)	ERR					
Pick Up Truck (#241)	ERR					
Admin Vehicle (#262)	ERR		\$ 32,591			
Pick Up Truck (#244)	ERR	\$ 41,500				
Pick Up Truck (#260)	ERR		\$ 45,489			
Street Sweeper	SW		\$ 256,083			
Building Maintenance Van (#285)	ERR					\$ 30,680
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR				\$ 630,000	

Capital Improvement

A Look Back - FY 2019 through

EQUIPMENT		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Public Works - Equipment							
Regular Tire Changer	ERR	III					
Emergency Generator MB Rear	ERR	III					
Leaf Box (1 of 7)	ERR	III	\$ 5,376	\$ 41,971	\$ 5,376	\$ 5,376	\$ 5,376
Leaf Collection Vacuums	ERR	III					\$ 30,000
Mechanic Tool Box 1 & 2	ERR	III			\$ 6,600	\$ 3,000	
Truck Scale							
General Fund	GF	III					
Stormwater Fund	SW	III					
Crackfilling Machine	ERR	III			\$ 45,000		\$ 45,000
Miller Mig Welder	ERR	III			\$ 9,772	\$ 3,516	
Riding Mower	ERR	III			\$ 13,200	\$ 13,200	
Skidsteer	ERR	III			\$ 29,000	\$ 20,900	
Truck Tire Changer	ERR	III					\$ 17,326
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					
Recreation - Vehicle							
Recreation Bus Large(#242)	ERR	II			\$ 78,136	\$ 71,500	
Recreation Bus (SAB)(#268)	ERR	II					
Recreation - Equipment							
Pool Table	ERR	IV					
Elliptical	ERR	III					
Treadmills	ERR	III	\$ 6,330	\$ 6,789			\$ 6,100
Active Arcade Game – Game Room	ERR	IV					\$ 6,500
Departmental - Vehicle							
Admin Pool Car (#286)	ERR	III					
Admin Pool Car (#243)	ERR	III			\$ 36,000	\$ 33,555	
SUBTOTAL - EQUIPMENT			\$ 935,099	\$ 992,387	\$ 673,036	\$ 602,356	\$ 557,786

EQUIPMENT		Adopted FY21	FY22	FY23	FY 24	FY 25
Public Works - Equipment						
Regular Tire Changer	ERR					\$ 11,365
Emergency Generator MB Rear	ERR					\$ 58,254
Leaf Box (1 of 7)	ERR	\$ 5,376	\$ 5,376			
Leaf Collection Vacuums	ERR	\$ 30,000	\$ 30,000			
Mechanic Tool Box 1 & 2	ERR					
Truck Scale						
General Fund	GF					
Stormwater Fund	SW					
Crackfilling Machine	ERR	\$ 45,000				
Miller Mig Welder	ERR					
Riding Mower	ERR					
Skidsteer	ERR					
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
Recreation - Vehicle						
Recreation Bus Large(#242)	ERR					
Recreation Bus (SAB)(#268)	ERR		\$ 62,733			
Recreation - Equipment						
Pool Table	ERR					
Elliptical	ERR		\$ 6,600			
Treadmills	ERR	\$ 6,100			\$ 7,338	
Active Arcade Game – Game Room	ERR	\$ 6,500	\$ 15,000			
Departmental - Vehicle						
Admin Pool Car (#286)	ERR					\$ 40,469
Admin Pool Car (#243)	ERR					
SUBTOTAL - EQUIPMENT		\$ 557,786	\$ 1,063,810	\$ 812,613	\$ 1,532,987	\$ 785,104

Capital Improvement

A Look Back - FY 2019 through

INFORMATION & COMMUNICATION TECHNOLOGY		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Information Technology							
WiFi Access Points	GF	I					\$ 14,000
Closed Circuit TV & Video Surveillance for Community Center	ERR	II	\$ 40,000	\$ 40,000			
Servers A & B	ERR	II					
Security Software	GF	I					\$ 55,000
Microsoft Office 2016 Licenses	GF	II	\$ 30,000	\$ 28,657			
Next Generation Firewall	GF	I	\$ 85,000	\$ 67,904			
Surveillance for PW/REC/Heffner	GF	II	\$ 23,000	\$ 19,888			\$ 20,000
Upgrade Network Switches	ERR	I	\$ 75,000	\$ 75,000			\$ 9,000
Phone System Replacement	GF	I			\$ 25,000		\$ 10,000
Millennium Door Security & ID Software	ERR	I					\$ 75,000
Public Works							
Fuel Dispensing Software & Equipment	ERR	III					
Recreation							
Rec Programming Software - ActiveNetwork	ERR	II					
Administration/Communications (City TV)							
Digital Signage	SRF	III	\$ 25,000				
Closed Captioning	SRF	I					\$ 25,000
Videography Small Camera Packages	SRF	III					
Auditorium Digital Video & Touch Panel System	SRF	I	\$ 200,000	\$ 14,388	\$ 155,000	\$ 155,000	
Auditorium Lighting	SRF	I			\$ 20,500	\$ 20,500	
Control Room Switcher	SRF	I			\$ 15,000		
Council Dais	SRF	II			\$ 25,000		\$ 25,000
Auditorium Camera System	SRF	III			\$ 5,000	\$ 5,000	
Cable TV 13 Editing & Playback Servers	SRF	III					
Media Lab Equipment	SRF	III			\$ 6,000	\$ 6,000	
Library							
Useful Hardware, Software, & Support	ERR	I					\$ 33,215
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY			\$ 478,000	\$ 245,837	\$ 251,500	\$ 186,500	\$ 266,215
STREETS AND SIDEWALKS		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
ADA Sidewalk Retrofit - Total FY20 Cost \$500,000							
City Sidewalks	GF	II	\$ 109,000		\$ 250,000	\$ 250,000	
CDBG	SRF	II	\$ 91,000				
SHA Sidewalks	GF	II	\$ 200,000		\$ 250,000	\$ 250,000	
CDBG – Houston Court	SRF	I					\$ 91,000
Bike Improvements	GF	III	\$ 10,000	\$ 286	\$ 25,000	\$ 25,000	\$ 25,000

INFORMATION & COMMUNICATION TECHNOLOGY		Adopted FY21	FY22	FY23	FY24	FY25
Information Technology						
WIFI Access Points	GF	\$ 14,000				
Closed Circuit TV & Video Surveillance for Community Center	ERR		\$ 45,212			
Document Storage & Management	GF		\$ 100,000			
Servers A & B	ERR		\$ 74,194			
Security Software	GF	\$ 55,000				
Microsoft Office 2016 Licenses	GF					
Next Generation Firewall	GF					
Surveillance for PW/REC/Heffner	GF	\$ 20,000	\$ 40,575			
Upgrade Network Switches	ERR	\$ 9,000				
Phone System Replacement	GF	\$ 10,000				
Millennium Door Security & ID Software	ERR	\$ 75,000				
Public Works						
Fuel Dispensing Software & Equipment	ERR					\$ 40,575
Recreation						
Rec Programming Software - ActiveNetwork	ERR				\$ 60,000	
Administration/Communications (City TV)						
Digital Signage	SRF					
Closed Captioning	SRF	\$ 25,000				
Videography Small Camera Packages	SRF					
Auditorium Digital Video & Touch Panel System	SRF					
Auditorium Lighting	SRF					
Control Room Switcher	SRF					
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			
Library						
Useful Hardware, Software, & Support	ERR	\$ 33,215				
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY		\$ 266,215	\$ 482,148	\$ -	\$ 60,000	\$ 40,575
STREETS AND SIDEWALKS		Adopted FY21	FY22	FY23	FY24	FY25
ADA Sidewalk Retrofit - Total FY21 Cost \$500,000						
City Sidewalks	GF		\$ 500,000	\$ 300,000	\$ 300,000	\$ 300,000
CDBG	SRF		\$ 91,000			
SHA Sidewalks	GF		\$ 750,000	\$ 500,000	\$ 500,000	\$ 500,000
CDBG Houston Court	SRF	\$ 91,000				
Bike Improvements	GF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

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A Look Back - FY 2019 through

STREETS AND SIDEWALKS		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Bus Shelter Improvements	GF	III	\$ 15,000		\$ 15,000	\$ 15,000	\$ 45,000
Compliance Site Improvements for Bus Shelters	GF	I					\$ 40,000
Decorative Street Light	ERR	II	\$ 50,000	\$ 6,552	\$ 43,448	\$ 42,000	
Ethan Allen Gateway Streetscape							
City Fund	Bond	II	\$ 925,732	\$ 762,087		\$ 10,266	
City Match	GF	II					
MD Bikeway	SRF	II	\$ 66,000				
TAP	SRF	II	\$ 650,634	\$ 667,462	\$ 112,961	\$ 99,986	
Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181							
City Fund	Bond	II			\$ 1,000,000	\$ 1,000,000	
City Match	GF	II	\$ 246,185	\$ 89,128	\$ 337,567	\$ 337,567	
Montgomery County	SRF	II	\$ 200,000	\$ -	\$ 200,000		\$ 200,000
National Fish & Wildlife Federation Grant	SW	II	\$ 168,750	\$ 168,750			
SHA	GF	II	\$ 34,200		\$ 23,405	\$ 23,405	
TAP	SRF	II	\$ 112,099		\$ 1,040,330	\$ 500,000	\$ 540,330
WSSC	SRF	II	\$ 1,182,813	\$ 291,588	\$ 2,657,033	\$ 2,657,033	
CDBG	SRF	II			\$ 259,350	\$ 259,350	
Lincoln Ave Construction	SRF	I	\$ 579,018	\$ 432,782	\$ 16,540	\$ 16,540	
Lincoln Avenue	GF	II			\$ 4,135	\$ 4,135	
Glenside & Lincoln	GF	II			\$ 266,600	\$ 266,600	
Neighborhood Commercial Center Improvements	GF	I			\$ 50,000	\$ 24,000	\$ 50,000
New Sidewalk Design/Construction & Traffic Calming	GF	II	\$ 800,000	\$ 773,744	\$ 250,000	\$ 250,000	\$ 100,000
Public Art	GF	IV	\$ 43,000	\$ 4,320	\$ 53,680	\$ 30,000	
Street Light Upgrade	GF	III	\$ 20,000		\$ 20,000	\$ 4,118	\$ -
Street Rehabilitation	GF	I	\$ 300,000	\$ 299,826	\$ 500,000	\$ 500,000	
Takoma Junction Area Traffic Study	GF	II	\$ 20,000	\$ 3,428			
New Hampshire Ave Bikeway Design - Total FY20 Cost \$235,000							
City Fund	GF	III	\$ 60,000	\$ 12,439	\$ 62,625	\$ 62,625	\$ 38,000
Grant	SRF	III	\$ 240,000	\$ 54,511	\$ 260,500	\$ 260,500	\$ 152,000
Public Land Management Plan Implementation	GF	IV	\$ 25,000		\$ 25,000	\$ 10,000	\$ 15,000
Takoma Park Economic Development Project							
City Fund	GF	III					\$ -
Housing Fund Reserve Expenditures	SRF	III					\$ -
SUBTOTAL – STREET AND SIDEWALKS			\$ 6,148,431	\$ 3,566,903	\$ 7,723,174	\$ 6,898,125	\$ 1,296,330

STREETS AND SIDEWALKS		Adopted FY21	FY22	FY23	FY24	FY25
Bus Shelter Improvements	GF	\$ 45,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ADA Compliance Site Improvements for Bus Shelters	GF	\$ 40,000	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000
Decorative Street Light	ERR					
Ethan Allen Gateway Streetscape						
City Fund	Bond					
City Match	GF					
MD Bikeway	SRF					
TAP	SRF					
Flower Avenue Green Street Project - Total FY21 Cost \$740,330						
City Fund	Bond					
City Match	GF					
Montgomery County	SRF	\$ 200,000				
National Fish & Wildlife Federation Grant	SW					
SHA	GF					
TAP	SRF	\$ 540,330				
WSSC	SRF					
CDBG	SRF					
Lincoln Ave Construction	SRF					
Lincoln Avenue	GF					
Neighborhood Commercial Center Improvements	SRF					
Neighborhood Commercial Center Improvements	GF	\$ 50,000	\$ 150,000		\$ 175,000	
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 100,000	\$ 800,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF		\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000
Street Light Upgrade	GF	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	
Street Rehabilitation	GF		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Takoma Junction Area Traffic Study	GF					
New Hampshire Ave Bikeway Design Section B - Total Project \$205,625						
City Fund	GF	\$ 38,000	\$ 3,125			
Grant	SRF	\$ 152,000	\$ 12,500			
Public Land Management Plan Implementation	GF	\$ 15,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000
Takoma Park Economic Development Project						
City Fund	GF	\$ -	\$ 175,000	\$ 175,000		
Housing Fund Reserve Expenditures	GF	\$ -	\$ 500,000			
SUBTOTAL – STREET AND SIDEWALKS		\$ 1,296,330	\$ 3,681,625	\$ 2,185,000	\$ 2,175,000	\$ 1,980,000

Capital Improvement

A Look Back - FY 2019 through

PARKS		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Sligo Mill Overlook Construction	SRF	II					
Spring Park Improvements - Bog Bridge	GF	III					
Spring Park Improvements - Pathways & Erosion	GF	III					
Dorothy Woods	GF	I	\$ 250,000	\$ 250,000			
Spring Park Improvements – Basketball Court	GF	III	\$ 27,000	\$ 26,234			
SUBTOTAL - PARKS			\$ 277,000	\$ 276,234	\$ -	\$ -	\$ -
FACILITIES		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Community Center							
Floor Replacement for Azalea Room	FMR	IV	\$ 15,000	\$ 8,226			
HCD Furniture & Renovation	GF	IV					
Office Renovations for HR & HCD	SRF	III					
Police Office Renovation	SCF	II	\$ 31,095				
Police Office Renovation	FMR	II			\$ 326,900	\$ 3,514	
Police Department Construction	GF	II					
Replace Roof Top Unit #9 & #12 - Game Room	FMR	III					
Staff Lounge Improvements	FMR	IV	\$ 5,000				
Gym Floor Repairs	FMR	II					
Lower Level Parking Lot Resurfacing	FMR	III					
Third Floor Painting	FMR	III					
Epoxy Coat Walkway and LL Parking area	FMR	III			\$ 10,000		
Atrium Floor Construction with Police Space Renovation	FMR	II	\$ 427,139	\$ 100,167			
Atrium Floor Construction	FMR	I					
Chiller Water Pump	ERR	III	\$ 6,000	\$ 3,435			
HVAC Control System	ERR	III	\$ 41,450	\$ 20,800			
HCD Office Renovation	FMR	IV	\$ 10,000	\$ 2,350			
HR Lactation Station	GF	IV	\$ 18,000	\$ -			
HR Furniture Installation	GF	IV	\$ 11,771				
Install Duct Heater in Auditorium	FMR	IV	\$ 10,000				
Pedestrian Bridge Refurbishment	FMR	II	\$ 30,000		\$ 30,000	\$ 43,500	
Replace Carpet – Third Floor & Hydrangea Room	FMR	III	\$ 15,000	\$ 39,965			
Replace Council Conference Room Floor	FMR	III	\$ 8,000	\$ 7,738			
Replace Windows – Teen Room & Dance Room	FMR	II	\$ 20,000	\$ 19,992			
Rear Elevator Upgrade	ERR	II	\$ 216,733		\$ 216,733	\$ 196,715	
Air Handler Replacement #5, 6, & 8 - Community Center 2nd Floor	FMR	I			\$ 50,000	\$ 50,000	
Commemorative Plaques and Signage	GF	III			\$ 4,000		
HCD Storage Project	FMR	IV			\$ 10,000		

PARKS		Adopted FY21	FY22	FY23	FY24	FY25
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					
SUBTOTAL - PARKS		\$ -	\$ -	\$ -	\$ -	\$ -
FACILITIES		Adopted FY21	FY22	FY23	FY24	FY25
Community Center						
Floor Replacement for Azalea Room	FMR					
HCD Furniture & Renovation	GF					
Office Renovations for HR & HCD	SRF					
Police Office Renovation	SCF					
Police Department Construction	GF			\$ -	\$ 1,250,000	\$ 1,250,000
Replace Roof Top Unit #9 & #12 - Game Room	FMR					
Staff Lounge Improvements	FMR					
Gym Floor Repairs	FMR		\$ 10,000			
Lower Level Parking Lot Resurfacing	FMR			\$ 15,000		
Third Floor Painting	FMR					
Epoxy Coat Walkway and LL Parking area	FMR					
Atrium Floor Construction with Police Space Renovation	FMR					
Atrium Floor Construction and Police Administrative Space Renovation	FMR		\$ 800,000			
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					
Commemorative Plaques and Signage	GF					
HCD Storage Project	FMR					

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A Look Back - FY 2019 through

FACILITIES		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Lobby Doors	FMR	III					\$ 11,000
Third Floor Renovation (IT and Cable)							
City Fund	FMR	III			\$ 75,000		
Cable Grant	SRF	II	\$ 30,100		\$ 125,000		
Heffner Community Center							
Floor and Kitchen Renovation	FMR	III					
Install Exterior Foyer	GF	IV	\$ 8,000	\$ 1,500			
Library							
Library Detail Design, Relocation, & Construction – Total FY20 Cost \$800,000							
City Fund	Bond	I	\$ 375,000	\$ 52,238	\$ 400,000	\$ 400,000	\$ 3,600,000
State Grant	SRF	I	\$ 150,000	\$ 4,650	\$ 4,650	\$ 4,650	\$ 300,000
City Fund	GF	II					
Public Works							
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III			\$ 34,319	\$ 32,645	
SUBTOTAL - FACILITIES			\$ 1,428,288	\$ 261,061	\$ 1,286,602	\$ 731,024	\$ 3,911,000
STORMWATER MANAGEMENT		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
Devonshire & Glazewood Bio Retention Facility	SW	III	\$ 40,000	\$ 61,458			
Grant Ave and Holly Ave Bio Retention Facility	SW	III	\$ 30,000	\$ 71,831	\$ 30,000		\$ 30,000
Kennewick & Kirklyn Repair Redesign	SW	III					
Takoma Branch Stream Restoration Design	SW	III	\$ 102,456	\$ 60,649			
Stream Restoration	SW	III					
Glensdale & Anne	SW	III	\$ 35,000				
Jackson & Glensdale	SW	III	\$ 35,000				
Larch and Lincoln Bio Retention Facility	SW	III			\$ 43,166	\$ 103,000	
Manor Circle and Carroll Avenue Inlet & Pipe	SW	III			\$ 35,000	\$ 35,000	
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	III			\$ 55,000	\$ 25,000	
Takoma Branch Stream Restoration - Construction	SW	III			\$ 110,000	\$ 110,000	\$ 150,000
Sligo Mill Dead End Erosion Control	SW	III					\$ 70,000
13th and Hillwood Manor Playground	SW	III					
Cockerille Ave Pipe Realignment	SW	III					
Glenside Dr and Carroll Ave	SW	III					

FACILITIES		Adopted FY21	FY22	FY23	FY24	FY25
Lobby Doors	FMR	\$ 11,000				
Third Floor Renovation (IT and Cable)						
City Fund	FMR					
Cable Grant	SRF					
Heffner Community Center						
Floor and Kitchen Renovation	FMR					
Install Exterior Foyer	GF					
Library						
Library Detail Design, Relocation, & Construction – Total FY21 Cost \$3.900,000						
City Fund	Bond	\$ 3,600,000	\$ 2,800,000			
State Grant	SRF	\$ 300,000				
Cable Grant	SRF					
Public Works						
Replacement of Overhead Doors Mechanic Shop & ROW	ERR					
SUBTOTAL - FACILITIES		\$ 3,911,000	\$ 3,610,000	\$ 15,000	\$ 1,250,000	\$ 1,250,000
STORMWATER MANAGEMENT		Adopted FY21	FY22	FY23	FY24	FY25
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					
Stream Restoration	SW					\$ 200,000
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					
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW					
Takoma Branch Stream Restoration – Construction Phase 2	SW	\$ 150,000				
Sligo Mill Dead End Erosion Control	SW	\$ 70,000				
13th and Hillwood Manor Playground	SW		\$ 55,000			
Cockerille Ave Pipe Realignment	SW		\$ 45,000			
Glenside Dr and Carroll Ave	SW		\$ 40,000			

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STORMWATER MANAGEMENT		FY21 Priority	Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
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					
SUBTOTAL STORMWATER MANAGEMENT			\$ 242,456	\$ 193,938	\$ 273,166	\$ 273,000	\$ 250,000

		Adopted FY19	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 1,128,481	\$ 870,896	\$ 603,868	\$ 790,716	\$ 624,001
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 548,139	\$ 179,867	\$ 450,886	\$ 97,014	\$ 11,000
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 2,690,476	\$ 1,575,853	\$ 2,490,334	\$ 2,062,716	\$ 412,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 937,912	\$ 814,325	\$ 1,404,650	\$ 1,404,650	\$ 3,600,000
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 266,896	\$ 267,278	\$ 83,000	\$ 83,000	\$ 51,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 3,526,664	\$ 1,465,381	\$ 4,898,214	\$ 3,979,909	\$ 1,333,330
CIP Total Stormwater Fund	SW	\$ 411,206	\$ 362,688	\$ 273,166	\$ 273,000	\$ 250,000
CIP GRAND TOTAL		\$ 9,509,774	\$ 5,536,288	\$ 10,204,118	\$ 8,691,005	\$ 6,281,331

STORMWATER MANAGEMENT		Adopted FY21	FY22	FY23	FY24	FY25
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	
SUBTOTAL - FACILITIES		\$ 250,000	\$ 185,000	\$ 195,000	\$ 190,000	\$ 200,000

		Adopted FY21	FY22	FY23	FY24	FY25
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 624,001	\$ 921,133	\$ 806,613	\$ 1,586,987	\$ 819,679
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 11,000	\$ 810,000	\$ 15,000	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 412,000	\$ 3,718,700	\$ 2,185,000	\$ 3,425,000	\$ 3,230,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 3,600,000	\$ 2,800,000	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 51,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 1,333,330	\$ 325,667	\$ -	\$ -	\$ -
CIP Total Stormwater Fund	SW	\$ 250,000	\$ 441,083	\$ 195,000	\$ 190,000	\$ 200,000
CIP GRAND TOTAL		\$ 6,281,331	\$ 9,022,583	\$ 3,207,613	\$ 5,207,987	\$ 4,255,679

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City of Takoma Park - Library Mosaic

IN THIS SECTION:

• Debt Services Summary	316
• Community Center Bond 2015	316
• Public Works Facility Bond	317
• Infrastructure Bond 2017	318

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, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	156,500	26,675	183,175
2022	161,000	21,980	182,980
2023	166,000	17,150	183,150
2024	171,000	12,170	183,170
2025	<u>176,000</u>	<u>7,040</u>	<u>183,040</u>
Total	<u>\$830,500</u>	<u>\$85,015</u>	<u>\$915,515</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 City will make the final payment of \$175,049 on June 30, 2020. The Public Works Facility Bond will be completely paid off.

Community Legacy Loan Agreement:

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, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	135,000	31,143	166,143
2027-2032	<u>897,000</u>	<u>100,679</u>	<u>997,679</u>
Total	<u>\$1,667,000</u>	<u>\$328,520</u>	<u>\$1,995,520</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, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	178,500	208,488	386,988
2027-2047	<u>5,528,500</u>	<u>2,636,331</u>	<u>8,164,831</u>
Total	<u>\$6,555,000</u>	<u>\$3,941,933</u>	<u>\$10,496,933</u>



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Stormwater Management

IN THIS SECTION:

- Fund Summary

322

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 runoff. 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. For FY21, the rate remained at \$92 but the Stormwater Management Board adopted a revised equivalent residential unit of 2116 square feet, from 1228 square feet, based on the impervious area review study conducted by Black & Veatch.

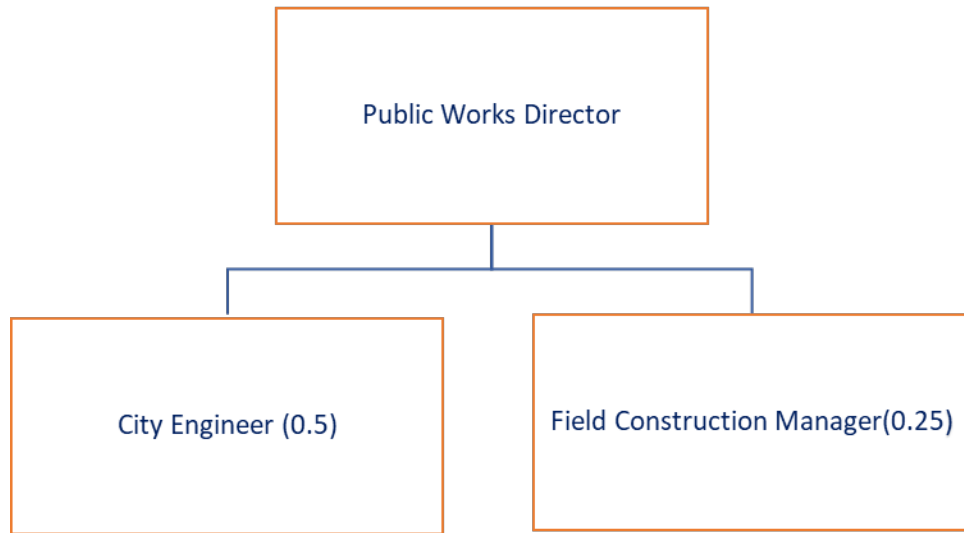
Management Objectives:

- *Provide video inspection and cleaning of 20 percent of the stormwater system on an annual basis.*
- *Maintain list of known system defects, 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 FY18	Actual FY19	Estimated FY20	Projected FY21
Number of stormwater permits issued	6	2	4	3
Number of stormwater concept plans reviewed	5	3	5	3
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	4,853	8,859	10,000	10,000
Linear feet of pipe cleaned	2,092	4,452	4,000	4,000
Linear feet of pipe replaced	50	0	100	200
Linear feet of new pipe	637	2,349	1,400	500
Number of inlets repaired	10	12	5	10
Number of new inlets constructed	6	17	20	5
Square feet of infiltration facilities constructed	1,484	3,056	1,555	1,300

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20- FY21
Stormwater 0030							
City Engineer	126	\$56,415.29	\$58,958.90	0.50	0.50	0.50	-
Public Works Projects Coordinator	119	\$29,333.61	-	0.40	0.40	-	(0.40)
Field Construction Manager	119	\$18,887.63	\$19,736.29	0.25	0.25	0.25	-
Total Stormwater FTE				1.15	1.15	0.75	(0.40)
FTEs with benefits				1.15	1.15	0.75	(0.40)
FTEs without benefits				-	-	-	-
Total Stormwater FTE				1.15	1.15	0.75	(0.40)

Stormwater Management Fund Summary

<i>Fund Revenues</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Stormwater Management</i>	711,540	713,000	709,300	598,300	114,700
<i>National Fish & Wildlife</i>	168,750	-	-	-	-
<i>Fund Total</i>	880,290	713,000	709,300	598,300	114,700

<i>Fund Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Stormwater Management</i>	628,441	854,878	825,092	713,696	(141,182)
<i>National Fish & Wildlife</i>	168,750	-	-	-	-
<i>Fund Total</i>	797,191	854,878	825,092	713,696	(141,182)

<i>Fund Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	101,754	104,000	88,277	78,696	(25,304)
<i>Fringe Benefits</i>	40,617	44,813	35,815	30,000	(14,813)
<i>Overtime</i>	1,041	500	500	-	(500)
<i>Workers Compensation</i>	3,500	3,000	3,000	2,000	(1,000)
<i>Personnel Subtotal</i>	146,913	152,313	127,592	110,696	(41,617)
<i>Supplies</i>	106,432	202,399	199,500	153,000	(49,399)
<i>Services and Charges</i>	181,158	227,000	225,000	200,000	(27,000)
<i>Capital Outlay</i>	362,688	273,166	273,000	250,000	(23,166)
<i>Operating Exp Subtotal</i>	650,278	702,565	697,500	603,000	(99,565)
<i>Fund Total</i>	797,191	854,878	825,092	713,696	(141,182)

Stormwater Management Fund Summary

Adopted to Estimated Actual FY20:

- *Expenditures are expected to be \$29,786 lower than budgeted, a decrease of 3.5 percent.*

FY21 Budget Highlights:

- *Fund expenditures are \$141,182 lower – a decrease of 16.5 percent – compared to budgeted expenditures for FY20.*
- *The budgetary decrease is due to the elimination of the Special Project Coordinator position, and the reduction in the operating budget which was higher in FY20 as a result of a carryover of funds due to a delay in completion of a project.*
- *Approximately 15.5 percent of fund expenditures are personnel related and include one-half of the cost of the City Engineer and one-quarter of the cost of the Construction Manager.*
- *Supplies represent 21.4 percent of fund expenditures. Included are repairs for existing systems.*
- *Services and charges represent about 28 percent of expenditures and include illicit discharge monitoring, video inspection of a portion of the storm drain system, pipe and inlet cleaning, water quality testing, contractual maintenance of the bioretention facilities, and specialized engineering design services.*
- *Capital expenditures total 35 percent of fund expenditures. Projects planned for FY21 include the continuation of stream restoration for the Takoma Branch, and erosion control at the dead end of Sligo Mill Road, and construction of bioretention facilities at Grant and Holly Avenues.*



TKPK5K

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- Project Descriptions 328
- Fund Summary 331

Project Descriptions

General Government

Cable Equipment Grants

\$109,100

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:

\$25,000 for the closed captioning equipment for the cable channel.

\$25,000 for a new bullet-proofed council dais.

\$15,100 for the Adobe Cloud licenses for the City employee access.

\$9,000 for an equipment used for remote productions such as Sports

\$9,000 for an equipment used for podcast and live radio production.

\$9,000 for wireless video transmission equipment.

Census Grant FY20

\$1,000

Maryland Department of Planning (MDP) acting in coordination with 2020 Census Grant Program has provided a grant in an amount not to exceed 7,500 for outreach to the City of Takoma Park. MDP shall disburse the Grant in two disbursements to the grantee as the project progresses. The final ten percent (\$1,000) of the grant will not be provided until all reports including outreach advertising, hosted events, social media, and website plus outreach materials are completed.



Housing and Community Development

TKPK 5K Challenge

\$45,000

Organization, promotion and execution of annual TKPK5K. Event includes a 5K race/walk, 1-mile race and a - 1/4 mile youth run. Funding provided by registration fees, sponsorships and other donations. Proceeds are divided evenly among five local schools to fund PTA programs focusing bike/pedestrian safety, health and fitness.

Community Change Grant – America Walks

\$1,000

Safe Routes to school will create a one-mile equity-themed sensory/fitness route titled “Walk in Someone Else’s Shoes.” The route intersects with two elementary schools and one middle school,

Takoma Park Community Center and Library and Takoma-Piney Branch Local Park. The messaging will relate to inclusion, mindfulness, and kindness while the fitness prompts to engage the walkers in bursts of activity. The themed-route, “Walk in Someone Else’s Shoes,” provides a safe space for dialogue and exploration of these issues. The planned route is ADA compliant.

CDBG-Houston Court

\$91,000

Installation and construction of various public infrastructure such as lighting, trash and recycling enclosures, stormwater management, landscaping, fencing, pavement, and sidewalk improvements.

Safe Routes to School TPIP

\$20,816

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 are 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

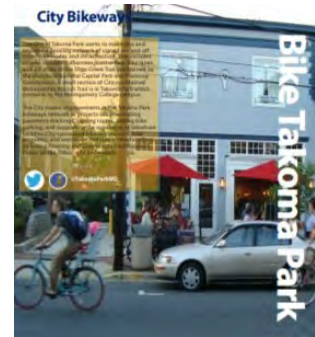
Project Descriptions

Camp in June. Infrastructure projects include sidewalks, bike racks, traffic calming, among others. A Safe Routes to School grant from the Maryland State Highway Administration partially funds the program.

MD Bikeways Grant-New Avenue Section B

\$152,000

The City was awarded funding from the Maryland Bikeways grant to continue work on a two-way separated bikeway in the existing service lane on the southbound side of New Hampshire Avenue. The entire bikeway will span from Holton Lane to Poplar Avenue. This portion of the grant funds 60% design work for Section B, the southernmost portion of the bikeway, from Auburn Avenue to Poplar Avenue.



Library

Library Grant

\$300,000

The City of Takoma Park has been awarded three Capital Project Grants totaling \$300,000, all of which have been approved by signed agreement. Two 2017 grants – one for \$100,000 and one for \$50,00 are under contract review. A 2019 Grant for \$150,000 was approved on March 2, 2020. This will also be followed by contract review. Subsequently invoices for work deemed eligible for matching funds must be submitted and approved, and then the City may submit invoices for eligible work, which will be reimbursed. The process can be a lengthy one, due to the number of Capital Grants under review throughout Maryland. We are anticipating reimbursement in 2021.

Public Works

Flower Avenue Green Street Improvements

\$740,330

Construction on the Flower Avenue Green Street project began in April, 2019 and is anticipated to be completed in early FY21. The total budget for the multiyear design and construction was over \$7 million dollars. Over 71 percent of the funds estimated to be expended came from the grant funds and other sources. The funds anticipated to be expended in FY21 include \$200,000 from a Montgomery County grant and \$540,330 from the Transportation Alternatives Program (TAP) grant.

Special Revenue Funds Summary

Fund Revenues	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21	Change Adj. FY20-FY21
Cable Equipment	215,135	195,940	195,940	191,000	(4,940)
CDBG-ADA Sidewalk	-	259,350	259,350	-	(259,350)
CDBG-Houston Court	-	-	-	91,000	91,000
Community Change - America Walks	-	-	1,500	-	-
Community Legacy	25,000	-	-	-	-
Flower Ave - Montgomery	-	200,000	-	200,000	-
FY20 Census Grant	-	-	6,750	1,000	1,000
MD Crime Intel Network	-	-	205	-	-
New Ave Bikeway - Section A	54,511	190,000	190,000	-	(190,000)
New Ave Bikeway - Section B	-	70,500	70,500	152,000	81,500
Safe Routes To School – GY F & G	432,781	-	-	-	-
Safe Routes To School – GY H	-	29,010	29,010	-	(29,010)
Safe Routes To School – TPIP	-	18,816	18,816	20,816	2,000
State Grant - Library Construction	4,650	-	-	300,000	300,000
Takoma Park Foundation Grant	-	-	1,645	-	-
TKPK 5K Race	38,633	45,000	45,000	45,000	-
Transportation Grants	667,462	1,153,291	599,986	540,330	(612,961)
WSSC-Flower Ave Green St	291,588	2,657,033	2,657,033	-	(2,657,033)
Fund Total	1,729,760	4,818,940	4,075,735	1,541,146	(3,277,794)
Fund Expenditures	Actual FY19	Adjusted FY20	Projected FY20	Adopted FY21	Change Adj. FY20-FY21
Cable Grant	75,664	387,500	222,500	109,100	(278,400)
CDBG-ADA Sidewalk	-	259,350	259,350	-	(259,350)
CDBG-Houston Court	-	-	-	91,000	91,000
Community Change - America Walks	-	-	500	1,000	1,000
Community Legacy	25,000	-	-	-	-
Flower Ave - Montgomery	-	200,000	-	200,000	-
FY20 Census Grant	-	-	6,750	1,000	1,000
Lincoln Ave Project	432,782	29,010	29,010	-	(29,010)
MD Crime Intel Network	-	-	205	-	-
New Ave Bikeway - Section A	54,511	190,000	190,000	-	(190,000)
New Ave Bikeway - Section B	-	70,500	70,500	152,000	81,500
Safe Routes To School – TPIP	-	18,816	18,816	20,816	2,000
State Grant - Library Construction	4,650	-	-	300,000	300,000
TKPK 5K Race	38,633	45,000	45,000	45,000	-
Transportation Grants	667,462	1,153,291	599,986	540,330	(612,961)
WSSC-Flower Ave Reimbursement	291,588	2,657,033	2,657,033	-	(2,657,033)
Fund Total	1,590,289	5,010,500	4,099,650	1,460,246	(3,550,254)

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Sligo Creek

IN THIS SECTION:

- Fund Summary

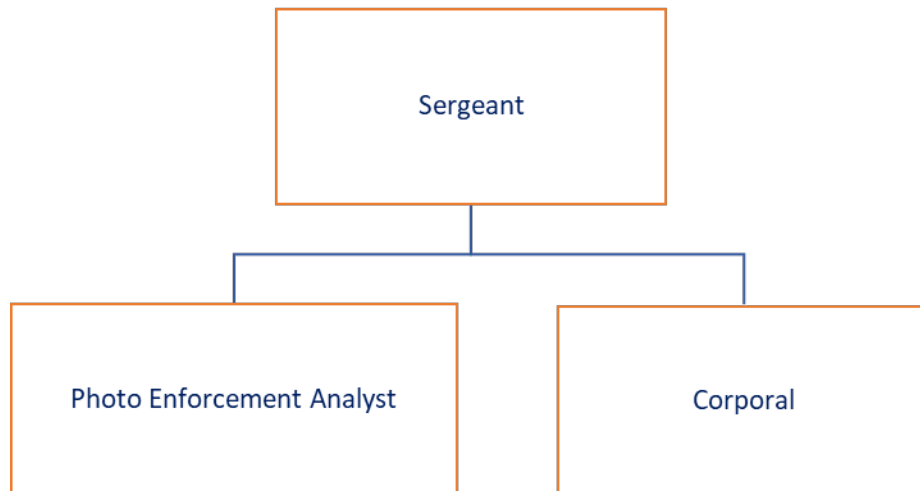
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Speed Camera Fund Summary

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.

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY20 Salaries	FY21 Original Projected Salaries	Actual FY19	Adjusted FY20	Adopted FY21	Change Adj. FY20-FY21
Speed Camera 0060							
Police Sergeant	122	78,803.07	78,711.27	1.00	1.00	1.00	-
Police Corporal	119	-	78,945.15	-	-	1.00	1.00
Police Officer	117	65,000.00	-	1.00	1.00	-	(1.00)
Photo Enforcement Analyst	112	54,497.75	56,948.32	1.00	1.00	1.00	-
Total Speed Camera FTE				3.00	3.00	3.00	-
FTEs with benefits				3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Speed Camera FTE				3.00	3.00	3.00	-

Speed Camera Fund Summary

Fund Summary:

<i>Fund Revenues</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Speed Camera Fund</i>	1,026,259	1,278,000	967,862	1,040,000	(238,000)
<i>Fund Total</i>	1,026,259	1,278,000	967,862	1,040,000	(238,000)

<i>Fund Expenditures</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Speed Camera Fund</i>	1,292,876	1,153,018	952,736	815,328	(337,690)
<i>Fund Total</i>	1,292,876	1,153,018	952,736	815,328	(337,690)

<i>Fund Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adjusted FY20</i>	<i>Projected FY20</i>	<i>Adopted FY21</i>	<i>Change Adj. FY20-FY21</i>
<i>Wages</i>	180,348	210,000	159,536	214,605	4,605
<i>Fringe Benefits</i>	128,519	125,500	125,500	132,481	6,981
<i>Workers Compensation</i>	30,000	30,000	30,000	22,000	(8,000)
<i>Overtime</i>	25,925	25,000	51,187	20,000	(5,000)
<i>Clothing Allowance</i>	3,105	4,500	2,953	4,550	50
<i>Employee Recognition</i>	2,090	90	60	-	(90)
<i>Personnel Subtotal</i>	369,987	395,090	369,236	393,636	(1,454)
<i>Supplies</i>	149	500	500	500	-
<i>Services and Charges</i>	655,462	666,428	492,000	362,192	(304,236)
<i>Safety Projects</i>	-	8,000	8,000	8,000	-
<i>Capital Outlay</i>	267,278	83,000	83,000	51,000	(32,000)
<i>Operating Exp Subtotal</i>	922,890	757,928	583,500	421,692	(336,236)
<i>Fund Total</i>	1,292,876	1,153,018	952,736	815,328	(337,690)

Adopted to Estimated Actual FY20:

- *Fund expenditures are expected to be \$200,282 less than expected.*
- *This variance is attributable to a reduction in employee costs due to a resignation, and a reduction in Services and Charges due to a new contract.*

FY21 Budget Highlights:

- *Fund expenditures are \$337,690 lower — a decrease of 29.3 percent — compared to budgeted expenditures for FY20.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 48.3 percent of fund expenditures.*
- *Services and charges represent about 44.4 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 1 percent of fund expenditures. This is for the purchase of night vision equipment (\$8,000).*
- *Capital Outlay expenditures are budgeted at \$51,000 and represent approximately 6.3 percent of fund expenditures. Funding is provided for the acquisition of police equipment, including the addition of electric patrol bicycles and the replacement of aging patrol bicycles and equipment (\$18,000), and the purchase of a portable camera trailer (\$33,000).*



Appendix

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Personnel Grade, Title & Steps

Grade	Department	Position Title	Grade Minimum	Market	Grade Maximum
105*			\$31,915	\$37,340	\$50,633
	Police	Crossing Guard**			
106			\$33,511	\$39,207	\$53,165
	Library	Library Shelver**			
	Public Works	Custodian*			
107			\$35,186	\$41,168	\$55,823
	Public Works	Sanitation Technician*			
109			\$38,793	\$45,387	\$61,545
	Public Works	Garden Maintenance Technician*			
	Public Works	Right of Way Maintenance Technician*			
110			\$40,732	\$47,657	\$64,623
	Finance	Accounting Assistant			
	Public Works	Custodial Crew Leader			
	Public Works	Equipment Operator			
	Public Works	Sanitation Driver			
111			\$42,769	\$50,040	\$67,854
	Recreation	Customer Service and Passport Technician			
	Various Departments	Administrative Assistant			
112			\$44,907	\$52,542	\$71,246
	City Clerk	Records Specialist			
	Police	Parking Enforcement Officer			
	Police	Photo Enforcement Analyst			
	Public Works	Right of Way Crew Leader			
113			\$47,153	\$55,169	\$74,809
	Finance	Sr. Accounting Assistant			
	Police	Property & Evidence Clerk			
	Police	Police Records Assistant			
	Police	Police Communications Officer			
114			\$49,510	\$57,927	\$78,549
	City Clerk	Assistant City Clerk			
	Library	Instructional Library Associate			
	Library	Library Associate			
	Police	Police Cadet			
	Police	Code Enforcement Officer			
	Public Works	Building Maintenance Specialist			
	Public Works	Mechanic			
115			\$51,986	\$60,824	\$82,477
	Communications	Audio Visual Specialist			
	Finance	Payroll & Accounting Specialist			
	General Administration	Executive Assistant			
	Housing & Community Development	Licensing Specialist			
	Police	Crime Analyst			
	Police	Executive Assistant/Public Information Officer			
	Police	Logistics & Payroll Specialist			
	Recreation	Recreation Programs Coordinator			
	Recreation	Recreation Specialist**			

Personnel Grade, Title & Steps

Grade	Department	Position Title	Grade Minimum	Market	Grade Maximum
116			\$54,585	\$62,865	\$86,601
	Housing & Community Development	Arts Coordinator**			
	Housing & Community Development	Housing Specialist			
	Housing & Community Development	Landlord Tenant Mediator			
	Housing & Community Development	Special Projects Coordinator - HCD**			
	Human Resources	Human Resources Coordinator			
	Police	Sr. Code Enforcement Officer			
	Police	Sr. Police Communications Officer			
117			\$57,314	\$67,058	\$90,931
	Finance	Accounting Supervisor			
	Human Resources	Human Resources Generalist			
	Police	Police Recruit			
	Police	Police Private			
	Police	Victim/Witness Coordinator			
	Recreation	Recreation Supervisor			
118			\$60,180	\$70,411	\$95,477
	Housing & Community Development	Grants Coordinator**			
	Library	Librarian			
	Police	Police Private First Class (6% increase over min)			
	Public Works	Urban Forest Manager			
119			\$63,189	\$73,931	\$100,251
	Finance	Budget Specialist			
	Housing & Community Development	Planner			
	Police	Emergency & Policy/Procedures/Resources Manager			
	Police	Police Corporal			
	Public Works	Construction Manager			
	Public Works	Public Works Project Coordinator			
	Public Works	Right of Way Supervisor			
	Public Works	Sanitation Supervisor			
	Public Works	Vegetation Manager			
120			\$66,349	\$77,628	\$105,263
	Communications	Media Specialist			
	Information Systems	Application & Hardware Administrator			
	Information Systems	Systems Administrator			
	Public Works	Equipment Maintenance Supervisor			
	Public Works	Facility Maintenance Supervisor			
121			\$69,666	\$81,509	\$110,527
	Communications	Video Production Manager			
	Information Systems	Sr. Network Engineer			
122			\$73,149	\$85,585	\$116,053
	Finance	Budget & Accounting Manager			
	Library	Library Manager - Children & Young Adult Services			
	Library	Library Manager - Public Services			
	Library	Library Manager - Tech Services			
	Police	Neighborhood Services Team Manager			
	Police	Police Sergeant			
	Public Works	Sustainability Manager			
	Recreation	Recreation Programs Manager			

Personnel Grade, Title & Steps

Department	Position Title	Grade Minimum	Market	Grade Maximum
124		\$80,647	\$94,357	\$127,948
Housing & Community Development	Community Development Manager - Economic Development			
Housing & Community Development	Community Development Manager - Housing			
Housing & Community Development	Community Development Manager - Planning			
Police	Police Lieutenant			
126		\$88,914	\$104,029	\$141,063
Police	Police Captain			
Public Works	City Engineer			
Recreation	Assistant Recreation Director			
128		\$98,027	\$114,692	\$155,522
Police	Deputy Police Chief			
130		\$108,075	\$126,448	\$171,463
City Clerk	Director of Council Affairs			
Finance	Finance Director			
Housing & Community Development	Housing & Community Development Director			
Human Resources	Human Resources Director			
Information Systems	Information Systems Director			
Library	Library Director			
Public Works	Public Works Director			
Recreation	Recreation Director			
131		\$113,479	\$132,770	\$180,036
Police	Police Chief			
133		\$125,110	\$146,379	\$198,490
General Administration	Deputy City Manager			

*Full-time career staff earn at least \$40,000 annually. Minimum annualized salary is first step which is at least \$40,000.

**At the time of this report, only part-time staff filled this position.

Personnel Grade, Title & Steps

STEP											
GRADE	A	B	C	D	E	F	G	H	I	J	K
105	31,915.00	32,393.73	32,879.63	33,372.83	33,873.42	34,381.52	34,897.24	35,420.70	35,952.01	36,491.29	37,038.66
106	33,510.75	34,013.41	34,523.61	35,041.47	35,567.09	36,100.59	36,642.10	37,191.74	37,749.61	38,315.86	38,890.59
107	35,186.29	35,714.08	36,249.79	36,793.54	37,345.44	37,905.62	38,474.21	39,051.32	39,637.09	40,231.65	40,835.12
108	36,945.60	37,499.79	38,062.28	38,633.22	39,212.72	39,800.91	40,397.92	41,003.89	41,618.95	42,243.23	42,876.88
109	38,792.88	39,374.78	39,965.40	40,564.88	41,173.35	41,790.95	42,417.82	43,054.08	43,699.89	44,355.39	45,020.72
110	40,732.53	41,343.51	41,963.67	42,593.12	43,232.02	43,880.50	44,538.71	45,206.79	45,884.89	46,573.16	47,271.76
111	42,769.15	43,410.69	44,061.85	44,722.78	45,393.62	46,074.52	46,765.64	47,467.13	48,179.13	48,901.82	49,635.35
112	44,907.61	45,581.22	46,264.94	46,958.92	47,663.30	48,378.25	49,103.92	49,840.48	50,588.09	51,346.91	52,117.11
113	47,152.99	47,860.29	48,578.19	49,306.86	50,046.47	50,797.16	51,559.12	52,332.51	53,117.49	53,914.26	54,722.97
114	49,510.64	50,253.30	51,007.10	51,772.21	52,548.79	53,337.02	54,137.08	54,949.13	55,773.37	56,609.97	57,459.12
115	51,986.17	52,765.96	53,557.45	54,360.82	55,176.23	56,003.87	56,843.93	57,696.59	58,562.04	59,440.47	60,332.07
116	54,585.48	55,404.26	56,235.33	57,078.86	57,935.04	58,804.07	59,686.13	60,581.42	61,490.14	62,412.49	63,348.68
117	57,314.75	58,174.48	59,047.09	59,932.80	60,831.79	61,744.27	62,670.43	63,610.49	64,564.65	65,533.12	66,516.11
118	60,180.49	61,083.20	61,999.45	62,929.44	63,873.38	64,831.48	65,803.95	66,791.01	67,792.88	68,809.77	69,841.92
119	63,189.52	64,137.36	65,099.42	66,075.91	67,067.05	68,073.06	69,094.15	70,130.56	71,182.52	72,250.26	73,334.01
120	66,348.99	67,344.23	68,354.39	69,379.71	70,420.40	71,476.71	72,548.86	73,637.09	74,741.65	75,862.77	77,000.71
121	69,666.44	70,711.44	71,772.11	72,848.69	73,941.42	75,050.54	76,176.30	77,318.95	78,478.73	79,655.91	80,850.75
122	73,149.76	74,247.01	75,360.72	76,491.13	77,638.49	78,803.07	79,985.12	81,184.89	82,402.67	83,638.71	84,893.29
123	76,807.25	77,959.36	79,128.75	80,315.68	81,520.42	82,743.22	83,984.37	85,244.14	86,522.80	87,820.64	89,137.95
124	80,647.62	81,857.33	83,085.19	84,331.47	85,596.44	86,880.39	88,183.59	89,506.35	90,848.94	92,211.68	93,594.85
125	84,680.00	85,950.20	87,239.45	88,548.04	89,876.26	91,224.41	92,592.77	93,981.66	95,391.39	96,822.26	98,274.59
126	88,914.00	90,247.71	91,601.42	92,975.44	94,370.07	95,785.63	97,222.41	98,680.75	100,160.96	101,663.37	103,188.32
127	93,359.70	94,760.09	96,181.49	97,624.22	99,088.58	100,574.91	102,083.53	103,614.78	105,169.01	106,746.54	108,347.74
128	98,027.68	99,498.10	100,990.57	102,505.43	104,043.01	105,603.65	107,187.71	108,795.52	110,427.46	112,083.87	113,765.13
129	102,929.06	104,473.00	106,040.10	107,630.70	109,245.16	110,883.83	112,547.09	114,235.30	115,948.83	117,688.06	119,453.38
130	108,075.52	109,696.65	111,342.10	113,012.23	114,707.42	116,428.03	118,174.45	119,947.06	121,746.27	123,572.46	125,426.05
131	113,479.29	115,181.48	116,909.21	118,662.84	120,442.79	122,249.43	124,083.17	125,944.42	127,833.58	129,751.09	131,697.35
132	119,153.26	120,940.56	122,754.67	124,595.99	126,464.93	128,361.90	130,287.33	132,241.64	134,225.26	136,238.64	138,282.22
133	125,110.92	126,987.59	128,892.40	130,825.79	132,788.17	134,779.99	136,801.69	138,853.72	140,936.53	143,050.57	145,196.33

Personnel Grade, Title & Steps

STEP										
GRADE	L	M	N	O	P	Q	R	S	T	U
105	37,594.24	38,158.15	38,730.53	39,311.48	39,901.16	40,499.67	41,107.17	41,723.78	42,349.63	42,984.88
106	39,473.95	40,066.06	40,667.05	41,277.06	41,896.21	42,524.66	43,162.53	43,809.97	44,467.11	45,134.12
107	41,447.65	42,069.36	42,700.41	43,340.91	43,991.02	44,650.89	45,320.65	46,000.46	46,690.47	47,390.83
108	43,520.03	44,172.83	44,835.43	45,507.96	46,190.58	46,883.43	47,586.69	48,300.49	49,024.99	49,760.37
109	45,696.03	46,381.47	47,077.20	47,783.35	48,500.10	49,227.61	49,966.02	50,715.51	51,476.24	52,248.39
110	47,980.84	48,700.55	49,431.06	50,172.52	50,925.11	51,688.99	52,464.32	53,251.29	54,050.06	54,860.81
111	50,379.88	51,135.58	51,902.61	52,681.15	53,471.37	54,273.44	55,087.54	55,913.85	56,752.56	57,603.85
112	52,898.87	53,692.35	54,497.74	55,315.21	56,144.93	56,987.11	57,841.91	58,709.54	59,590.19	60,484.04
113	55,543.82	56,376.97	57,222.63	58,080.97	58,952.18	59,836.46	60,734.01	61,645.02	62,569.70	63,508.24
114	58,321.01	59,195.82	60,083.76	60,985.01	61,899.79	62,828.29	63,770.71	64,727.27	65,698.18	66,683.65
115	61,237.06	62,155.61	63,087.95	64,034.27	64,994.78	65,969.70	66,959.25	67,963.64	68,983.09	70,017.84
116	64,298.91	65,263.39	66,242.34	67,235.98	68,244.52	69,268.19	70,307.21	71,361.82	72,432.24	73,518.73
117	67,513.85	68,526.56	69,554.46	70,597.78	71,656.74	72,731.60	73,822.57	74,929.91	76,053.86	77,194.66
118	70,889.55	71,952.89	73,032.18	74,127.67	75,239.58	76,368.18	77,513.70	78,676.40	79,856.55	81,054.40
119	74,434.02	75,550.53	76,683.79	77,834.05	79,001.56	80,186.58	81,389.38	82,610.22	83,849.38	85,107.12
120	78,155.73	79,328.06	80,517.98	81,725.75	82,951.64	84,195.91	85,458.85	86,740.73	88,041.85	89,362.47
121	82,063.51	83,294.46	84,543.88	85,812.04	87,099.22	88,405.71	89,731.79	91,077.77	92,443.94	93,830.60
122	86,166.69	87,459.19	88,771.08	90,102.64	91,454.18	92,825.99	94,218.38	95,631.66	97,066.13	98,522.13
123	90,475.02	91,832.15	93,209.63	94,607.77	96,026.89	97,467.29	98,929.30	100,413.24	101,919.44	103,448.23
124	94,998.77	96,423.75	97,870.11	99,338.16	100,828.23	102,340.66	103,875.77	105,433.90	107,015.41	108,620.64
125	99,748.71	101,244.94	102,763.62	104,305.07	105,869.65	107,457.69	109,069.56	110,705.60	112,366.18	114,051.68
126	104,736.15	106,307.19	107,901.80	109,520.32	111,163.13	112,830.58	114,523.03	116,240.88	117,984.49	119,754.26
127	109,972.95	111,622.55	113,296.89	114,996.34	116,721.29	118,472.10	120,249.19	122,052.92	123,883.72	125,741.97
128	115,471.60	117,203.68	118,961.73	120,746.16	122,557.35	124,395.71	126,261.65	128,155.57	130,077.90	132,029.07
129	121,245.18	123,063.86	124,909.82	126,783.47	128,685.22	130,615.50	132,574.73	134,563.35	136,581.80	138,630.53
130	127,307.44	129,217.05	131,155.31	133,122.64	135,119.48	137,146.27	139,203.46	141,291.52	143,410.89	145,562.05
131	133,672.81	135,677.91	137,713.07	139,778.77	141,875.45	144,003.58	146,163.64	148,356.09	150,581.43	152,840.16
132	140,356.45	142,461.80	144,598.73	146,767.71	148,969.22	151,203.76	153,471.82	155,773.90	158,110.51	160,482.16
133	147,374.28	149,584.89	151,828.66	154,106.09	156,417.69	158,763.95	161,145.41	163,562.59	166,016.03	168,506.27

Personnel Grade, Title & Steps

STEP											
GRADE	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF
105	43,629.65	44,284.10	44,948.36	45,622.58	46,306.92	47,001.52	47,706.55	48,422.15	49,148.48	49,885.71	50,633.99
106	45,811.13	46,498.30	47,195.77	47,903.71	48,622.27	49,351.60	50,091.88	50,843.25	51,605.90	52,379.99	53,165.69
107	48,101.69	48,823.22	49,555.56	50,298.90	51,053.38	51,819.18	52,596.47	53,385.42	54,186.20	54,998.99	55,823.97
108	50,506.77	51,264.38	52,033.34	52,813.84	53,606.05	54,410.14	55,226.29	56,054.69	56,895.51	57,748.94	58,615.17
109	53,032.11	53,827.59	54,635.01	55,454.53	56,286.35	57,130.65	57,987.61	58,857.42	59,740.28	60,636.39	61,545.93
110	55,683.72	56,518.97	57,366.76	58,227.26	59,100.67	59,987.18	60,886.99	61,800.29	62,727.30	63,668.21	64,623.23
111	58,467.90	59,344.92	60,235.10	61,138.62	62,055.70	62,986.54	63,931.34	64,890.31	65,863.66	66,851.62	67,854.39
112	61,391.30	62,312.17	63,246.85	64,195.55	65,158.49	66,135.87	67,127.90	68,134.82	69,156.84	70,194.20	71,247.11
113	64,460.86	65,427.78	66,409.19	67,405.33	68,416.41	69,442.66	70,484.30	71,541.56	72,614.69	73,703.91	74,809.47
114	67,683.91	68,699.17	69,729.65	70,775.60	71,837.23	72,914.79	74,008.51	75,118.64	76,245.42	77,389.10	78,549.94
115	71,068.10	72,134.13	73,216.14	74,314.38	75,429.09	76,560.53	77,708.94	78,874.57	80,057.69	81,258.56	82,477.44
116	74,621.51	75,740.83	76,876.94	78,030.10	79,200.55	80,388.56	81,594.39	82,818.30	84,060.58	85,321.49	86,601.31
117	78,352.58	79,527.87	80,720.79	81,931.60	83,160.58	84,407.99	85,674.11	86,959.22	88,263.61	89,587.56	90,931.37
118	82,270.21	83,504.27	84,756.83	86,028.18	87,318.61	88,628.38	89,957.81	91,307.18	92,676.79	94,066.94	95,477.94
119	86,383.72	87,679.48	88,994.67	90,329.59	91,684.54	93,059.80	94,455.70	95,872.54	97,310.62	98,770.28	100,251.84
120	90,702.91	92,063.45	93,444.41	94,846.07	96,268.76	97,712.79	99,178.49	100,666.16	102,176.16	103,708.80	105,264.43
121	95,238.06	96,666.63	98,116.63	99,588.38	101,082.20	102,598.43	104,137.41	105,699.47	107,284.96	108,894.24	110,527.65
122	99,999.96	101,499.96	103,022.46	104,567.79	106,136.31	107,728.36	109,344.28	110,984.45	112,649.21	114,338.95	116,054.03
123	104,999.96	106,574.96	108,173.58	109,796.18	111,443.13	113,114.77	114,811.50	116,533.67	118,281.67	120,055.90	121,856.74
124	110,249.95	111,903.70	113,582.26	115,285.99	117,015.28	118,770.51	120,552.07	122,360.35	124,195.76	126,058.69	127,949.57
125	115,762.45	117,498.89	119,261.37	121,050.29	122,866.05	124,709.04	126,579.67	128,478.37	130,405.54	132,361.63	134,347.05
126	121,550.57	123,373.83	125,224.44	127,102.81	129,009.35	130,944.49	132,908.66	134,902.29	136,925.82	138,979.71	141,064.40
127	127,628.10	129,542.52	131,485.66	133,457.95	135,459.82	137,491.71	139,554.09	141,647.40	143,772.11	145,928.69	148,117.62
128	134,009.51	136,019.65	138,059.95	140,130.85	142,232.81	144,366.30	146,531.79	148,729.77	150,960.72	153,225.13	155,523.51
129	140,709.98	142,820.63	144,962.94	147,137.39	149,344.45	151,584.61	153,858.38	156,166.26	158,508.75	160,886.39	163,299.68
130	147,745.48	149,961.67	152,211.09	154,494.26	156,811.67	159,163.85	161,551.30	163,974.57	166,434.19	168,930.70	171,464.66
131	155,132.76	157,459.75	159,821.64	162,218.97	164,652.25	167,122.04	169,628.87	172,173.30	174,755.90	177,377.24	180,037.90
132	162,889.40	165,332.74	167,812.73	170,329.92	172,884.87	175,478.14	178,110.31	180,781.97	183,493.70	186,246.10	189,039.79
133	171,033.86	173,599.37	176,203.36	178,846.41	181,529.11	184,252.05	187,015.83	189,821.07	192,668.38	195,558.41	198,491.78

Glossary

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

Adjusted Budget – Originally adopted budget updated to include budget amendments.

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.

Change Adj. FYXX-FYXX Budget – Difference between the current fiscal year budget and the prior year's adjusted budget as of June 30, 2020.

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 1st of each year and ends on June 30th of the following year. It is designated by the calendar year in which

it ends. For instance, fiscal year 2018 or FY18 begins on July 1st, 2017 and ends on June 30th, 2018.

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

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

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

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

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.

Projected Budget – Estimated actual budget amounts for the relevant fiscal year.

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 13, 2020
Second Reading: May 20, 2020

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2020-9**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2021,
BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021**

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 2021 will exceed the constant yield tax rate of \$0.5291; and

WHEREAS, public budget hearings were held on April 15, 2020 and April 29, 2020.

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, 2020 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, 2020.

Adopted this 20th day of May, 2020, by roll-call vote as follows:

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

Introduced by: Councilmember Seamens

First Reading: May 13, 2020

Second Reading: May 20, 2020

Effective Date: July 1, 2020

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2020-10**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2021, BEGINNING JULY 1, 2020
AND ENDING JUNE 30, 2021**

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; and

WHEREAS, the Stormwater Management Board is adopting a revised equivalent residential unit of 2116 square feet, from 1228 square feet, based on the impervious area review study conducted by Black & Veatch in 2018; and

WHEREAS, staff will bring to the Stormwater Management Board recommendations for extending the fee structure to reflect per square feet impervious area for single family homeowners rather than a flat fee for possible adoption for FY 2022.

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

SECTION 1. For Fiscal Year 2021, 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, with an Equivalent Residential Unit of 2,116 square feet of impervious surface.

SECTION 2. A Stormwater Management Fund shall be maintained into which shall be deposited:
provides for an appropriation in the amount of \$742,313 for stormwater management activities.

Ordinances

- a) All the receipts and revenues from user charges and utility fees imposed by the City to pay for stormwater management
- b) All charges, fees, fees-in-lieu, grants, and other contributions received from any person or governmental entity in connection with stormwater management activities or programs.

SECTION 3. The budget adopted hereto and by reference made a part hereof is hereby adopted for the fiscal year beginning July 1, 2020 and ending June 30, 2021. Said budget provides for an appropriation in the amount of \$713,696 for stormwater management activities.

SECTION 4. Use of Stormwater Management Fund balance amount of \$115,386 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, 2020.

Adopted by roll-call vote this 20th day of May, 2020 as follows:

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

Ordinances

Introduced by: Councilmember Kostiuik

First Reading: May 13, 2020

Second Reading: May 20, 2020

Effective Date: July 1, 2020

CITY OF TAKOMA PARK, MARYLAND ORDINANCE NO. 2020-11

AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2021, BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

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 2021 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 15, 2020; 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 29, 2020; and

WHEREAS, the City Manager's recommended budget was largely prepared before the COVID-19 pandemic led to the Maryland Governor's Emergency Declaration on March 12, 2020; and

WHEREAS, the City and all levels of government are facing unprecedented challenges; significant changes were required to adapt the recommended budget to reflect changes in City services due to the pandemic and the changed and uncertain economic conditions; and

WHEREAS, after considering the recommended budget submitted by the City Manager and the comments made at the aforementioned public hearings, the City Council has determined its priorities relative to the delivery of municipal services for Fiscal Year 2021; and

WHEREAS, given the unprecedented budgeting challenges being faced due to the pandemic, the Council and City Manager will need to work closely throughout the coming year to monitor revenues and expenditures to ensure the short and long-term fiscal health of the City; and

WHEREAS, the City government is the first line of defense for those most impacted and vulnerable during this crisis; and

WHEREAS, a top priority for the City Council is to have a budget that allows the City to respond to the unknowns ahead and to provide for the wellbeing of its residents, businesses and staff; and for this reason, the City Council established a COVID-19 Fund of \$440,000 with broad flexibility to provide assistance as needed; and

WHEREAS, a hold has been put on certain expenditures for at least the first quarter of the fiscal year that can be reevaluated during the course of the year; 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 \$4.4 million; and

WHEREAS, in the FY 2021 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 restricted and other reserves totaling \$8.7 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, but understanding that the impacts of the pandemic may mean this phase-in period may take a longer period of time; and

WHEREAS, the City Council is committed to ensuring budget information and formats which are easily understandable for FY22.

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

SECTION 1. The budget adopted hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2020 and ending June 30, 2021.

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

Fund	Fiscal Year 2021 Appropriation
General Fund	\$ 31,256,716
Special Revenue Fund	1,460,246
Speed Camera Fund	815,328
GRAND TOTAL	\$ 33,532,290

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

Fund	Fiscal Year 2021 Appropriation
General Fund	\$5,262,511

SECTION 4. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$129,971 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 5. A five-year Capital Improvement Program for Fiscal Year 2021 through Fiscal Year 2025 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 \$600,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 7. The City Council hereby authorizes the transfer of \$10,000 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 2021 by Ordinance No. 2020-10.

SECTION 9. A series of personnel and project expenditures are placed on a hold list, with funds that could be spent on these items included in the Unassigned Reserve Fund. Items on the hold list may be considered by Council after the First Quarter of Fiscal Year 2021. The items include: filling of certain vacant positions (\$320,000), ADA sidewalks (\$500,000), road maintenance (\$450,000), and tree canopy plan (\$30,000) for a total \$1.3 million that can be marshaled to address needs associated with Covid-19.

SECTION 10. City Council will, at a minimum quarterly throughout the fiscal year, review budget, revenues, expenditures and economic projections.

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

SECTION 12. This Ordinance shall be effective July 1, 2020.

Adopted this 20th day of May, 2020 by roll-call vote as follows:

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