

# PROPOSED BUDGET

**CITY OF TAKOMA PARK, MD**



Photo by Maurice Belanger

**FISCAL YEAR 2017**  
**JULY 1, 2016 – JUNE 30, 2017**

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# Introduction to the Budget Document



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# City of Takoma Park

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April 1, 2016

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 2017 (FY17). The City's annual budget determines the manner in which services are delivered to the community and expresses the priorities of the City Council. The adoption of the budget is one of the most important actions that the City Council takes each year.

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

In this budget, I propose to keep the real property tax rate at \$0.585 per \$100 net assessed valuation. Although this rate is above the \$0.5518 Constant Yield tax rate, the additional funds are needed to meet City obligations and address Council priorities.

## **A New Era in Takoma Park**

While many sustainability-focused and other exciting City initiatives are underway and will continue, there is a sense that we are now in a new era for the City of Takoma Park. Last November's City elections brought a new Mayor and two new Councilmembers to the Council. Issues that were discussed during the elections have helped frame the Council's priorities, which were adopted in February.

The new Council has stated an interest in expanded affordable housing opportunities, improved police/community relations, support for older teens and young adults, and increased economic development efforts in Takoma Junction and along New Hampshire Avenue. In addition, the changing demographics of our community have led to overcrowded schools and the need to consider adjusting City programs and services to meet changing needs.

New property assessments and increased income tax revenue show that Takoma Park's economic base is improving, although it may be several years before we have strong trend data to be able to estimate the soundness of that base.

## **Budget Highlights by Council Priority**

### *A Livable Community for All*

- Funds for an affordable housing study, building on what was learned through the Community Conversation on Affordable Housing
- Funds for property tax and home improvement assistance for lower income homeowners
- Continued design work on an expanded and renovated Library
- Completion of Colby Park, the Dog Park and Sligo Mill Overlook Park projects
- Large investment in sidewalk and road improvements
- Continued support for major community events and arts programming

### *Fiscally Sustainable Government*

- Funds for lobbying and communication efforts to more successfully address tax duplication issues with Montgomery County
- Contribution of \$100,000 in excess of the actuarially-recommended amount for the Police Employees' Retirement Plan

### *Environmentally Sustainable Community*

- Add new full-time Environmental Code Enforcement Officer position to undertake education and enforcement activities on City codes on matters such as polystyrene use, pesticides, multifamily and business recycling, invasive vegetation, and a proposed ban on plastic bags
- Continue significant education and incentive programs related to the Georgetown Energy Prize competition and the Sustainable Energy Action Plan
- Continue investments in low-impact stormwater management projects, including work on the Flower Avenue Green Street Project

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

- Undertake a fourth Community Survey to gather information we can use to improve and better target programs, services, and communication methods; work towards improved police/community relations and provide a base for a future strategic planning effort
- Develop graphic representations of key issues to help educate the public and communicate key issues to residents and policy-makers

### *Advance Economic Development Efforts*

- Funds for an economic development study
- Significant investment in Ethan Allen/New Hampshire Avenue streetscape
- Contracts with Old Takoma Business Association and Takoma/Langley Crossroads Development Authority for local business support

## **Staff Salaries**

FY17 is the final year of the three-year phased-in increases in staff salaries approved by Council in FY14 to bring salaries up to market wages. The City Council's investment in, and commitment to, our excellent City staff is greatly appreciated. The City of Takoma Park has relatively few employees for the breadth of services the City provides. It is well worth the cost to pay market rate salaries to attract and retain our highly skilled and committed staff.

Collective bargaining with both City unions will take place in the coming year. However, for FY18, we expect salaries will be more aligned with market rates so personnel expenses should increase by less than 2.5%. Efforts will be made to keep salaries reasonably competitive so substantial increases in future years may be avoided.

## **Capital Investment**

The City maintains its roads, sidewalks and capital equipment in a responsible manner, annually allocating approximately the same amount of funds to repair and replace them without large budget variations. Special projects, on the other hand, are not done every year. There are several projects that will require large contributions from the City's General Fund over the next few years:

- *Ethan Allen Gateway Project* – \$1,000,000 in City funds to match federal and other grant funds will be required near the end of FY17
- *Flower Avenue Green Street Project* – \$1,128,000 in City funds will be needed in addition to federal and other grant funding in early FY18
- *Library Renovation and Expansion* – over \$5,000,000 in City funds will be needed for this project; construction is expected to begin in early FY18
- *Police Department/Atrium renovation* – perhaps \$2.5 million in City funds will be needed for this project; construction may begin in FY19

To spread the costs of these projects over a multi-year time period, bond funding is recommended. For FY17, we have included one million dollars in City funds for the Ethan Allen Gateway Project in the budget. If the Council decides to include this street work in a bond for several projects, funds could be freed up for other expenses in FY17 to assist in meeting Council priorities. Information on the costs of bonding will be presented to the Council during its consideration of this FY17 budget.

## **Summary**

The FY17 budget is the product of months of preparation by the staff and Council. The Council's priorities have helped identify the components of this Recommended Budget. I look forward to discussions of the budget with Council and to hearing from the public as the budget is considered in April and May.

As always, many City staff work together as a team to compile data and make budget recommendations and compromises. Then, they work together to see that the information is presented correctly and clearly in the budget document itself. This year, City staff benefited from the work done by the Technology Steering Committee in reviewing, prioritizing and costing out technology hardware and software assets and needs.

Deputy City Manager Jason Damweber led this effort that has created an ongoing strategic planning process for technology that saves money and is useful for every department.

I owe special thanks to Susan Cheung for her leadership and service as Acting Finance Director, and then permanent Finance Director, during the months of budget preparations. She handled the role well despite the newness of the position and the vacancy in the Budget Specialist position.

Ms. Cheung was helped in the critical document preparation role by Patti Mallin, who was borrowed from the Library staff and provided many hours of service to help produce this document.

In addition to members of the Senior Leadership Team, Craig Terrill and Emily Cohen were also instrumental in making the budget document preparation process go smoothly.

Finally, I would like to thank the City Councilmembers for their hard work and leadership. The direction provided through the Council's priority-setting process, along with thoughtful suggestions and comments, have been remarkably helpful to me.

Sincerely,

*Suzanne Ludlow*

Suzanne Ludlow  
City Manager

# Acknowledgement

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

## **Takoma Park City Council**

Mayor Kate Stewart  
Councilmember Peter Kovar, Ward One  
Councilmember Tim Male, Ward Two  
Councilmember Rizzy Qureshi, Ward Three  
Councilmember Terry J. Seamens, Ward Four  
Councilmember Jarrett Smith, Ward Five  
Councilmember Frederick Schultz, Ward Six

## **City Manager**

Suzanne R. Ludlow

## **Deputy City Manager**

Jason Damweber

## **Director of Finance**

Susan Cheung

## **Senior Leadership**

Ellen Arnold-Robbins, Director of Library  
Alexis Blackwell, Director of Human Resources  
Daryl Braithwaite, Director of Public Works  
Jessie Carpenter, City Clerk  
Abel Castillo, Information Systems Manager  
Gregory Clark, Director of Recreation  
Sara Daines, Director of Housing and Community Development  
Alan Goldberg, Chief of Police

## **Budget Document Preparation**

Emily Cohen, Special Projects Manager  
Patti Mallin, Library Associate  
Craig Terrill, Media Specialist



# Budget Development Process

## General Information

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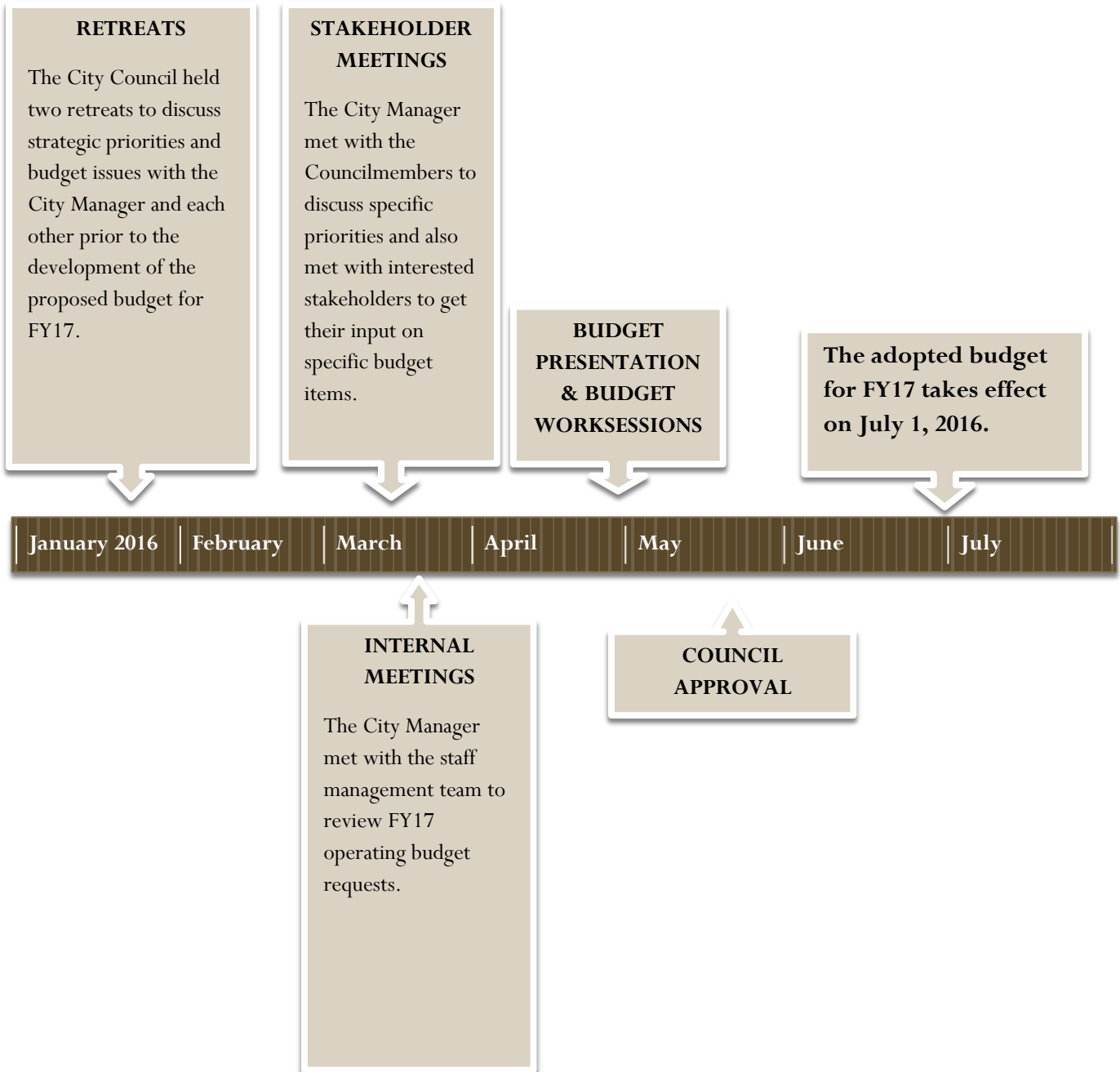
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

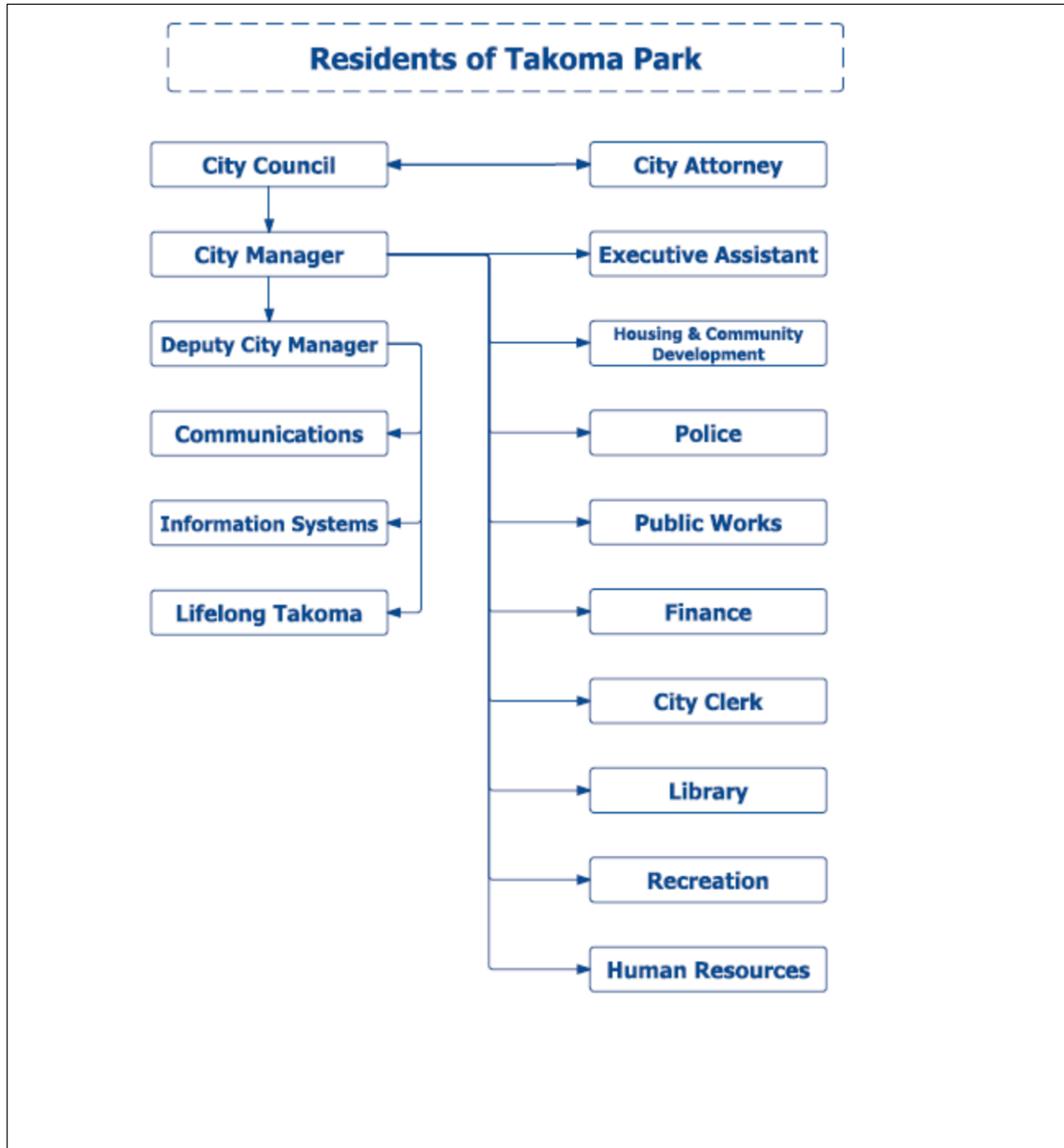
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

# Budget Development Process



# Organizational Chart



# FY 2017 Budget at a Glance

- Total revenues (all funds) of \$29,787,761.
- Total expenditures (all funds) of \$32,600,185.
- Total General Fund revenues of \$24,518,701.
- Total General Fund expenditures of \$27,564,793.
- Assessable real property base (net) projected to increase by approximately \$156.2 million or 8.0 percent from FY16.
- Real property tax rate stays at \$0.585 per \$100 of assessed valuation. Real property tax revenues increase by \$912,682 compared to FY16 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain at the \$3,513,643 level for the fourth year in a row.
- Staffing levels increase by 1.92 full-time equivalents. The increase includes a Code Enforcement Supervisor position, and adjustments to part-time hours.
- Anticipated General Fund expenditures of \$2.5 million for street, sidewalk and Ethan Allen Gateway improvements. General Fund expenditures also include \$169,000 for the Flower Avenue Green Street Project to be paid by the State Highway Administration.
- Continued funding (\$160,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program and continued funding (\$120,000) of the home improvement program for home-owners with lower incomes.
- Contributions of \$800,000 to the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including police cars, two dump trucks, and HVAC controls for the Community Center.

# FY 2017 Budget at a Glance

- Financial support for the Art Commission (\$17,650), the Takoma Park Independence Day Committee (\$16,500), the Takoma Park Folk Festival (\$10,000), and \$210,000 for Community Grant programs.
- Continued financial support for emergency assistance services (\$30,000) to supplement donations made through the stormwater management fee billing.
- Funding to advance Council priorities of affordable housing (\$40,000), economic development (\$50,000) and fair tax duplication payments (lobbying assistance and graphic design work), as well as funding for a Residents Survey (\$35,000) which will, in part, provide base information for a future strategic planning effort.
- Expenditures of \$681,300 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, and bio-retention projects.
- Funding in the amount of \$3,087,875 in Special Revenue Funds for special projects, including \$1.3 million in grant funds for the Ethan Allen Gateway Streetscape Project, \$537,000 for the Flower Avenue Green Street Project, and funding for park construction, bicycle facility improvements, and audio-visual facility improvements.
- Anticipated expenditure of \$1,266,217 from Speed Camera Fund revenues. Expenditures include payments to the program contractor, funding for the three public safety positions, and \$39,800 for police equipment.
- Contribution of \$100,000 in excess of the actuarially-recommended contribution amount for the Police Employees' Retirement Plan.

# Personnel Schedule

Staffing Summary by Department or Fund	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Adopted FY 16	Proposed FY 17
General Government	16.50	16.88	16.95	17.50	17.50	17.25
Police	54.99	55.09	58.83	59.47	59.47	62.64
Public Works	32.25	32.85	32.85	34.85	35.85	35.85
Recreation	17.79	17.73	19.76	19.89	19.89	19.87
Housing and Community Development	9.38	10.66	10.66	9.75	9.63	8.51
Communications	2.00	2.00	4.00	4.35	5.62	5.75
Library	8.78	9.00	10.16	10.90	11.12	11.13
Stormwater Management	0.75	1.15	1.15	1.15	1.15	1.15
Special Revenue	1.16	0.40	0.19	-	-	
Speed Camera	4.13	6.26	3.00	3.00	3.00	3.00
<b>Total Full-Time Equivalents</b>	<b>147.73</b>	<b>152.02</b>	<b>157.55</b>	<b>160.86</b>	<b>163.23</b>	<b>165.15</b>



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# Financial Structure Overview

*The FY17 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.*

## General Fund

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

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

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



# Financial Structure Overview

## Stormwater Management Fund

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

## Special Revenue Funds

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

## Speed Camera Fund

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

# **Combined Statement of Revenues, Expenditures, and Changes in Fund Balance – All Governmental Funds For the Fiscal Year Beginning July 1, 2016**

	General <u>Fund</u>	Stormwater Management <u>Fund</u>	Special Revenue <u>Funds</u>	Speed Camera <u>Fund</u>	<u>Total</u>
<b>FY 2017 Revenues</b>	24,518,701	588,750	3,377,810	1,302,500	29,787,761
<b>FY 2017 Expenditures</b>	27,564,793	681,300	3,087,875	1,266,217	32,600,185
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(3,046,092)</b>	<b>(92,550)</b>	<b>289,935</b>	<b>36,283</b>	<b>(2,812,424)</b>
<b>Other Financing Sources (Uses)</b>					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(450)	-	450	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(450)</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>(3,046,542)</b>	<b>(92,550)</b>	<b>290,385</b>	<b>36,283</b>	<b>(2,812,424)</b>
<b>Fund Balance</b>					
Beginning of year	11,320,533	179,678	3,334,529	291,224	15,125,964
End of year	8,273,991	87,128	3,624,914	327,507	12,313,540

# General Fund Summary

	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Projected FY16	Proposed FY17
<b>REVENUES</b>						
Taxes and utility fees	14,650,731	14,582,032	14,768,704	15,546,066	15,860,750	16,499,374
Licenses and permits	79,371	81,745	76,103	78,904	76,004	76,804
Fines and forfeitures	169,526	252,499	310,977	215,500	491,000	505,000
Use of money and property	25,909	26,134	29,729	15,000	20,000	22,000
Charges for service	1,089,570	1,149,875	1,165,614	1,171,655	1,168,280	1,178,530
Intergovernmental	5,429,915	5,608,108	6,089,786	5,746,852	5,737,600	6,165,493
Miscellaneous	84,394	54,639	149,142	135,994	142,389	71,500
<b>Total Revenues</b>	<b>21,529,416</b>	<b>21,755,032</b>	<b>22,590,055</b>	<b>22,909,971</b>	<b>23,496,023</b>	<b>24,518,701</b>
<b>EXPENDITURES</b>						
General Government	2,340,349	2,677,802	2,841,800	3,283,425	3,164,574	3,126,386
Police	6,005,717	6,458,154	6,717,977	7,070,440	7,044,149	7,786,074
Public Works	3,803,074	4,275,607	4,219,023	4,702,608	4,624,499	4,860,170
Recreation	1,261,458	1,393,123	1,507,045	1,781,305	1,678,582	1,904,886
Housing and Community Development	1,267,776	1,415,762	1,566,810	1,729,495	1,647,947	1,753,884
Communications	336,326	426,521	468,120	563,500	548,920	599,460
Library	1,004,961	1,121,051	1,129,615	1,244,630	1,198,330	1,281,804
Non-Departmental	875,876	1,088,265	1,026,403	1,336,809	1,302,907	1,519,457
Capital Outlay	975,646	2,494,848	2,674,039	2,993,994	1,860,738	4,372,672
Debt Service	1,534,430	373,529	384,948	1,892,729	1,902,438	360,000
<b>Total Expenditures</b>	<b>19,405,613</b>	<b>21,724,662</b>	<b>22,535,780</b>	<b>26,598,935</b>	<b>24,973,084</b>	<b>27,564,793</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>2,123,803</b>	<b>30,370</b>	<b>54,275</b>	<b>(3,688,964)</b>	<b>(1,477,061)</b>	<b>(3,046,092)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond proceeds	-	-	-	1,579,730	1,579,730	
Capital lease	-	-	-			
Sale of property	-	-	-			
Operating transfers in (out)	(8,121)	(5,465)	(13,014)	(20,500)	(47,439)	(450)
<b>Total Other Financing Sources (Uses)</b>	<b>(8,121)</b>	<b>(5,465)</b>	<b>(13,014)</b>	<b>1,559,230</b>	<b>1,532,291</b>	<b>(450)</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>2,115,682</b>	<b>24,905</b>	<b>41,261</b>	<b>(2,129,734)</b>	<b>55,230</b>	<b>(3,046,542)</b>
<b>FUND BALANCE</b>						
Beginning of year	9,083,455	11,199,137	11,224,042	11,265,303	11,265,303	11,320,533
End of year	11,199,137	11,224,042	11,265,303	9,135,569	11,320,533	8,273,991

## General Fund - Fund Balance Projection Detail

	As Of			As Of			As Of
	<u>June 30, 2015</u>	<u>Additions</u>	<u>Deletions</u>	<u>June 30, 2016</u>	<u>Additions</u>	<u>Deletions</u>	<u>June 30, 2017</u>
Emergency Reserve	455,068			455,068			455,068
Equipment Replacement Reserve	3,756,833	800,000	621,894	3,934,939	800,000	859,797	3,875,142
WSSC Contribution for Future Street Work	225,496			225,496			225,496
Facility Maintenance Reserve	659,419	0	88,242	571,177	0	164,000	407,177
NonSpendable-Prepaid, Deposits, Inventory	562,529		8,975	553,554	0	545,554	8,000
Designated for Subsequent Year Expenditures	1,269,153	3,046,542	1,269,153	3,046,542		3,046,542	0
Total Reserved/NonSpendable Fund Balance	6,928,498	3,846,542	1,988,264	8,786,776	800,000	4,615,893	4,970,883
Total Unassigned Fund Balance	4,336,804		1,803,047	2,533,757	769,351		3,303,108
Total Fund Balance	11,265,302			11,320,533			8,273,991

# General Fund Revenues

REVENUES BY SOURCE	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Estimated FY16	Proposed FY17
<b>Taxes and Utility Fees</b>						
Real Property	11,496,733	10,974,639	11,016,039	11,371,340	11,437,750	12,284,022
Personal Property	398,034	338,582	339,906	353,500	353,000	359,600
RR and Public Utilities	172,326	179,065	205,203	196,250	196,000	215,000
Penalties and Interest	70,972	43,195	48,066	30,000	36,000	36,000
Admission and Amusement	48	128,806	122,970	135,000	123,000	125,000
Additions and Abatements	(8,176)	(43,185)	(64,967)	(35,000)	(35,000)	(35,000)
Highway	83,667	289,165	303,608	341,665	300,000	364,752
Income Tax	2,437,127	2,671,765	2,797,878	3,153,311	3,450,000	3,150,000
<b>Total--Taxes and Utility Fees</b>	<b>14,650,731</b>	<b>14,582,032</b>	<b>14,768,704</b>	<b>15,546,066</b>	<b>15,860,750</b>	<b>16,499,374</b>
<b>Licenses and Permits</b>	<b>79,371</b>	<b>81,745</b>	<b>76,102</b>	<b>78,904</b>	<b>76,004</b>	<b>76,804</b>
<b>Fines and Forfeitures</b>	<b>169,526</b>	<b>252,499</b>	<b>310,977</b>	<b>215,500</b>	<b>491,000</b>	<b>505,000</b>
<b>Use of Money and Property</b>	<b>25,909</b>	<b>26,134</b>	<b>29,728</b>	<b>15,000</b>	<b>20,000</b>	<b>22,000</b>
<b>Charges for Services</b>						
Inspection Fees	305,082	321,172	322,448	320,740	320,500	311,000
Public Parking Facilities	78,258	82,527	94,197	95,000	95,000	95,000
Waste Collection & Disposal Charges	70,065	73,066	72,192	70,700	70,700	71,000
Recreation Programs and Services	496,754	524,403	523,822	560,000	544,615	554,200
Library Fines and Fees	34,405	32,338	33,782	35,500	35,500	35,500
Passport Services	57,870	70,850	74,220	45,000	60,000	67,000
Copying	1,253	7	29	100	100	100
Telephone Commissions	39	17	10	15	15	30
Special Trash Pickup	9,436	7,930	7,945	10,000	8,100	8,000
Recyclable Sales	2,816	1,061	1,031	3,000	250	3,000
Mulch Sales	22,453	25,155	22,925	20,000	22,000	22,000
Advertising--Bus Shelters	5,679	5,785	7,504	6,000	6,000	6,000
Farmer's Market	5,460	5,564	5,508	5,600	5,500	5,700
<b>Total--Charges for Services</b>	<b>1,089,570</b>	<b>1,149,875</b>	<b>1,165,613</b>	<b>1,171,655</b>	<b>1,168,280</b>	<b>1,178,530</b>
<b>Intergovernmental Revenues</b>						
Police Protection (State)	261,254	420,029	433,382	431,752	431,000	437,295
State & County Projects	88,081	65,135	191,616	187,000	182,294	168,875
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Montgomery County	-	-	5,000	-	-	-
Library Aid	127,618	133,959	145,801	149,624	149,000	158,225
Police Rebate	927,663	952,413	920,996	945,540	945,000	986,340
In Lieu of Police	2,868,931	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147
In Lieu of Roads Maintenance	420,737	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	68,788	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	155,187	182,384	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	87,650	87,650	87,650	87,650	85,020	85,020
Hotel Motel Tax	90,950	98,161	110,893	104,000	104,000	110,000
Cable Franchise Fees	254,064	246,827	250,223	245,000	245,000	242,718
Cable--Operating	73,349	74,648	424,939	77,000	77,000	457,734
Chesapeake Bay Trust Grant	-	10,000	-	-	-	-
<b>Total--Intergovernmental Revenues</b>	<b>5,429,915</b>	<b>5,608,108</b>	<b>6,089,787</b>	<b>5,746,852</b>	<b>5,737,600</b>	<b>6,165,493</b>

# General Fund Revenues

REVENUES BY SOURCE	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Estimated FY16	Proposed FY17
<b>Miscellaneous</b>						
Tree Fund	22,000	15,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	760	1,268	412	1,000	1,000	1,000
Bond Proceeds	-	-	-	1,579,730	1,579,730	-
Other	37,359	29,347	28,703	61,525	61,525	25,000
Insurance Claims	2,537	-	13,628	34,469	34,469	-
Administrative Fees--Parking	2,125	2,920	5,910	4,000	5,000	5,500
Federal Grant	8,272	1,439	2,650	2,000	-	-
Sale of City Property	4,768	4,245	3,415	5,000	12,395	12,000
Donations	6,573	420	69,425	3,000	3,000	3,000
<b>Total--Miscellaneous</b>	<b>84,394</b>	<b>54,639</b>	<b>149,143</b>	<b>1,715,724</b>	<b>1,722,119</b>	<b>71,500</b>
<b>Total General Fund Revenues</b>	<b>21,529,416</b>	<b>21,755,032</b>	<b>22,590,055</b>	<b>24,489,701</b>	<b>25,075,753</b>	<b>24,518,701</b>

# Stormwater Management Fund Summary

	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Estimated FY16	Proposed FY17
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	7,607	50	2,800	1,000	2,440	1,000
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	411,804	410,075	418,663	414,000	414,000	414,000
Intergovernmental	85,261	20,070	0	168,750	0	168,750
Miscellaneous	5,899	5,218	4,991	5,000	5,000	5,000
<b>Total Revenues</b>	<b>510,571</b>	<b>435,413</b>	<b>426,454</b>	<b>588,750</b>	<b>421,440</b>	<b>588,750</b>
<b><u>EXPENDITURES</u></b>						
Public Works	282,890	282,154	331,035	379,000	360,296	382,550
Capital outlay	239,769	137,060	126,841	305,750	137,000	298,750
<b>Total Expenditures</b>	<b>522,659</b>	<b>419,214</b>	<b>457,876</b>	<b>684,750</b>	<b>497,296</b>	<b>681,300</b>
Excess (deficiency) of revenues over expenditures	(12,088)	16,199	(31,422)	(96,000)	(75,856)	(92,550)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(12,088)	16,199	(31,422)	(96,000)	(75,856)	(92,550)
<b><u>FUND BALANCE</u></b>						
Beginning of year	282,845	270,757	286,956	255,534	255,534	179,678
End of year	270,757	286,956	255,534	159,534	179,678	87,128

# Special Revenue Funds Summary

	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Projected FY16	Proposed FY17
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,130,805	1,247,118	1,482,515	3,242,425	1,480,481	3,337,810
Miscellaneous	-	31,726	38,613	36,000	36,000	40,000
<b>Total Revenues</b>	<b>1,130,805</b>	<b>1,278,844</b>	<b>1,521,128</b>	<b>3,278,425</b>	<b>1,516,481</b>	<b>3,377,810</b>
<b>EXPENDITURES</b>						
General Government	49,280	15,232	15,350	2,500	2,400	450
Police	13,850	10,173	1,842	48,289	8,135	0
Public Works	-	51,825	60,891	317,508	311,513	7,295
Housing and Community Development	263,520	221,431	285,057	1,536,314	263,239	360,680
Recreation	-	-	-	11,625	11,625	0
Capital outlay	87,781	347,126	1,303,366	947,858	500,157	2,719,450
<b>Total Expenditures</b>	<b>414,431</b>	<b>645,787</b>	<b>1,666,506</b>	<b>2,864,094</b>	<b>1,097,069</b>	<b>3,087,875</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>716,374</b>	<b>633,057</b>	<b>(145,378)</b>	<b>414,331</b>	<b>419,412</b>	<b>289,935</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Operating transfers in (out)	8,121	5,465	13,014	20,500	47,439	450
<b>Total Other Financing Sources (Uses)</b>	<b>8,121</b>	<b>5,465</b>	<b>13,014</b>	<b>20,500</b>	<b>47,439</b>	<b>450</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>724,495</b>	<b>638,522</b>	<b>(132,364)</b>	<b>434,831</b>	<b>466,851</b>	<b>290,385</b>
<b>FUND BALANCE</b>						
Beginning of year	1,637,025	2,361,520	3,000,042	2,867,678	2,867,678	3,334,529
End of year	2,361,520	3,000,042	2,867,678	3,302,509	3,334,529	3,624,914

Note: Ending Fund Balances at June 30, 2017 are restricted for cable equipment purchases and other Capital Improvement Projects



# Speed Camera Fund Summary

	Audited FY13	Audited FY14	Audited FY15	Adopted FY16	Estimated FY16	Proposed FY17
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,456,741	1,702,807	1,747,787	1,800,000	1,400,000	1,300,000
Use of money and property	1,340	878	1,172	1,200	2,500	2,500
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,458,081</b>	<b>1,703,685</b>	<b>1,748,959</b>	<b>1,801,200</b>	<b>1,402,500</b>	<b>1,302,500</b>
<b>EXPENDITURES</b>						
Police	1,299,440	1,209,350	1,229,960	1,253,360	1,199,193	1,226,417
Capital Outlay	1,060,174	423,380	71,056	660,000	560,000	39,800
<b>Total Expenditures</b>	<b>2,359,614</b>	<b>1,632,730</b>	<b>1,301,016</b>	<b>1,913,360</b>	<b>1,759,193</b>	<b>1,266,217</b>
<b>Excess (deficiency) of revenues</b>						
over expenditures	(901,533)	70,955	447,943	(112,160)	(356,693)	36,283
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (deficiency) of revenues and</b>						
other financing sources over						
expenditures and other financing uses	(901,533)	70,955	447,943	(112,160)	(356,693)	36,283
<b>FUND BALANCE</b>						
Beginning of year	1,030,552	129,019	199,974	647,917	647,917	291,224
End of year	129,019	199,974	647,917	535,757	291,224	327,507

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

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# Department Summary

## Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>General Management</i>	4.00	4.00	3.50
<i>Finance</i>	5.50	5.50	5.50
<i>Information Systems</i>	3.50	3.50	3.50
<i>Human Resources</i>	2.00	2.00	2.00
<i>City Clerk</i>	2.50	2.50	2.75
<b><i>Department Total FTEs</i></b>	<b>17.50</b>	<b>17.50</b>	<b>17.25</b>

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Passport Service</i>	74,220	45,000	60,000	67,000
<i>Investment Earnings</i>	14,402	15,000	20,000	22,000
<b><i>Subtotal</i></b>	<b>88,622</b>	<b>60,000</b>	<b>80,000</b>	<b>89,000</b>
<i>General Fund</i>	2,753,178	3,223,425	3,084,574	3,037,387
<b><i>Department Total</i></b>	<b>2,841,800</b>	<b>3,283,425</b>	<b>3,164,574</b>	<b>3,126,387</b>

# Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	<i>1,365,625</i>	<i>1,588,600</i>	<i>1,532,100</i>	<i>1,496,320</i>
<i>Fringe Benefits</i>	<i>515,691</i>	<i>618,375</i>	<i>575,500</i>	<i>563,600</i>
<i>Overtime</i>	<i>22,055</i>	<i>23,250</i>	<i>36,300</i>	<i>15,000</i>
<i>Employee Recognition</i>	<i>700</i>	<i>2,500</i>	<i>3,090</i>	<i>570</i>
<b><i>Personnel Subtotal</i></b>	<b><i>1,904,071</i></b>	<b><i>2,232,725</i></b>	<b><i>2,146,990</i></b>	<b><i>2,075,490</i></b>
<i>Supplies</i>	<i>32,041</i>	<i>32,300</i>	<i>30,480</i>	<i>28,800</i>
<i>Services and Charges</i>	<i>735,824</i>	<i>818,750</i>	<i>808,410</i>	<i>827,197</i>
<i>Miscellaneous</i>	<i>169,864</i>	<i>199,650</i>	<i>178,694</i>	<i>194,900</i>
<b><i>Department Total</i></b>	<b><i>2,841,800</i></b>	<b><i>3,283,425</i></b>	<b><i>3,164,574</i></b>	<b><i>3,126,387</i></b>

<i>Dept. Expenditures by Division</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Legislative</i>	<i>183,770</i>	<i>207,750</i>	<i>190,300</i>	<i>211,230</i>
<i>General Management</i>	<i>700,350</i>	<i>801,275</i>	<i>762,825</i>	<i>722,620</i>
<i>Finance</i>	<i>547,604</i>	<i>702,050</i>	<i>668,119</i>	<i>615,380</i>
<i>Legal Services</i>	<i>226,013</i>	<i>275,100</i>	<i>283,100</i>	<i>298,100</i>
<i>Information Systems</i>	<i>581,348</i>	<i>669,950</i>	<i>655,740</i>	<i>657,552</i>
<i>Human Resources</i>	<i>358,123</i>	<i>331,450</i>	<i>322,900</i>	<i>312,505</i>
<i>City Clerk</i>	<i>244,592</i>	<i>295,850</i>	<i>281,590</i>	<i>309,000</i>
<b><i>Department Total</i></b>	<b><i>2,841,800</i></b>	<b><i>3,283,425</i></b>	<b><i>3,164,574</i></b>	<b><i>3,126,387</i></b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$118,851 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs due to temporary vacancies of the Deputy City Manager and Finance Director positions.*

## FY17 Budget Highlights:

- *Departmental expenditures are \$157,038 lower — a decrease of 4.8 percent — compared to budgeted expenditures for FY16. The variance is due in part to a reduction in personnel expenses, IT contractual expenditures, and election costs since FY17 is not an election year.*
- *Approximately 66 percent of departmental expenditures are personnel related.*
- *Approximately 26 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, computer and technology hardware, and software maintenance fees.*
- *Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.*



# Legislative

## Division Purpose:

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

<b>Division Expenditures</b>	<b>Actual FY15</b>	<b>Adopted FY16</b>	<b>Estimated FY16</b>	<b>Proposed FY17</b>
<i>Legislative</i>	<i>183,770</i>	<i>207,750</i>	<i>190,300</i>	<i>211,230</i>
<b>Division Total</b>	<b>183,770</b>	<b>207,750</b>	<b>190,300</b>	<b>211,230</b>

<b>Division Expenditures by Type</b>	<b>Actual FY15</b>	<b>Adopted FY16</b>	<b>Estimated FY16</b>	<b>Proposed FY17</b>
<i>Wages</i>	<i>74,904</i>	<i>75,000</i>	<i>75,600</i>	<i>77,800</i>
<i>Fringe Benefits</i>	<i>44,895</i>	<i>44,500</i>	<i>40,000</i>	<i>42,600</i>
<i>Overtime</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Personnel Subtotal</b>	<b>119,799</b>	<b>119,500</b>	<b>115,600</b>	<b>120,400</b>
<i>Supplies</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Services and Charges</i>	<i>26,315</i>	<i>36,500</i>	<i>31,600</i>	<i>53,580</i>
<i>Miscellaneous</i>	<i>37,656</i>	<i>51,750</i>	<i>43,100</i>	<i>37,250</i>
<b>Division Total</b>	<b>183,770</b>	<b>207,750</b>	<b>190,300</b>	<b>211,230</b>

# Legislative

## Adopted to Estimated Actual FY16:

- *Division expenditures are anticipated to be \$17,450 less than budgeted.*
- *The variance results from lower than expected expenses for fringe benefits, support of City boards and commissions, Council meeting related costs, and transportation.*

## FY17 Budget Highlights:

- *Division expenditures are \$3,480 higher than budgeted for FY 2016, an increase of 1.7 percent.*
- *The Legislative Division budget typically varies from year to year due to the biennial election. The next election will take place in FY 2018. Election expenditures are budgeted at \$500 for FY 2017 for expenses related to non-citizen voter registrations.*
- *Approximately 57 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count.*
- *Members of the City Council may elect to receive health benefits at 50 percent of the lowest cost base plan available to employees.*
- *Every four years, the Council appoints a Compensation Committee to recommend changes, if any, to the salary and compensation of the City Council. Until the next Compensation Committee is appointed and submits its findings, the City Council's salary is adjusted according to the 12-month percent of change in the annual Wage and Salaried Employment Cost Index for State and Local Government calculated as of December of the prior year, or 0.0%, whichever is greater.*
- *Services and Charges account for about 25 percent of the division budget. This category includes the cost of cell phones for the City Council (\$2,080), contractual lobbying assistance (\$50,000), and certain transportation costs for the Council. The funding for contractual lobbying assistance has been increased from \$31,000 in FY 2016 to \$50,000 in FY 2017 to include lobbying assistance for Montgomery County matters.*
- *Miscellaneous expenditures account for approximately 18 percent of the legislative budget. This category includes expenses associated with City Council meetings and receptions (\$5,000), funding to support the work of the Council-appointed boards, commissions and committees (\$3,000), and conference attendance and training for the Council (\$22,000).*



# General Management

## Division Purpose:

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

## Management Objectives:

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

# General Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	4.00	4.00	3.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>4.00</b>	<b>4.00</b>	<b>3.50</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Manager</i>	1.00	1.00
<i>Deputy City Manager</i>	1.00	1.00
<i>Management Assistant</i>	0.50	-
<i>Executive Assistant</i>	1.00	1.00
<i>Lifelong Takoma Program Manager</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>4.00</b>	<b>3.50</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>General Management</i>	700,350	801,275	762,825	722,620
<b><i>Division Total</i></b>	<b>700,350</b>	<b>801,275</b>	<b>762,825</b>	<b>722,620</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	394,872	472,600	452,000	415,700
<i>Fringe Benefits</i>	126,174	166,875	143,000	137,500
<i>Overtime</i>	882	11,500	13,500	6,000
<i>Employee Recognition</i>	300	-	150	120
<b><i>Personnel Subtotal</i></b>	<b>522,228</b>	<b>650,975</b>	<b>608,650</b>	<b>559,320</b>
<i>Supplies</i>	13,035	10,000	11,300	11,000
<i>Services and Charges</i>	88,477	70,100	72,100	79,600
<i>Miscellaneous</i>	76,610	70,200	70,775	72,700
<b><i>Division Total</i></b>	<b>700,350</b>	<b>801,275</b>	<b>762,825</b>	<b>722,620</b>

# General Management

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$38,450 less than budget. The variance is attributable to a temporary vacancy in the Deputy City Manager position and a shifting of 50 percent of a position from General Management to Housing and Community Development for a portion of the Fiscal Year.*

## FY17 Budget Highlights:

- *Division expenditures are \$78,655 lower — a decrease of 9.8 percent — compared to budgeted expenditures for FY16.*
- *Approximately 77 percent of division expenditures are personnel related.*
- *Services and charges account for 11 percent of division expenditures. This category includes items such as telephone charges (\$9,000), copying/printing costs (\$24,500) and contractual services (\$40,000).*
- *Approximately 10 percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$43,000.*

# Finance

## Division Purpose:

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

## Management Objectives:

- *Comply with Generally Accepted Accounting Principles.*
- *Receive an unmodified audit opinion on financial statements.*
- *Monitor cash flow needs to maximize investment income.*
- *Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.*
- *Ensure timely, accurate, and equitable collection of all revenues due to the City.*
- *Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations to advance the Council's interests in fiscal prudence.*
- *Complete the upgrade to the City's financial systems with implementation of Accounts Receivable and Cashiering software in FY17 while continuing to maintain daily operations.*
- *Begin move to paperless storage of financial documents in conjunction with upgrade of City's financial software.*

## Performance/Workload Measures:

Measurement	Actual FY15	Estimated FY16	Projected FY17
Unmodified audit opinion	Yes	Yes	Yes
Number of Audit Findings	None	None	None
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	92%	92%	92%
Number of payroll checks and direct deposits	5,200	5,530	5,600
Number of accounts payable checks issued	3,700	3,364	3,650
Number of stormwater bills issued	5,900	5,865	5,900
Number of rental license bills issued	700	549	600
Number of refuse bills issued	290	303	310

# Finance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	5.50	5.50	5.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Finance</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Account Clerk II</i>	2.00	2.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Budget Specialist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>5.50</b>	<b>5.50</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Finance</i>	547,604	702,050	668,119	615,380
<b><i>Division Total</i></b>	<b>547,604</b>	<b>702,050</b>	<b>668,119</b>	<b>615,380</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	335,158	426,500	410,000	360,500
<i>Fringe Benefits</i>	118,275	156,000	155,000	143,000
<i>Overtime</i>	710	1,000	5,000	1,500
<i>Employee Recognition</i>	250	1,000	1,180	180
<b><i>Personnel Subtotal</i></b>	<b>454,393</b>	<b>584,500</b>	<b>571,180</b>	<b>505,180</b>
<i>Supplies</i>	6,435	5,500	3,400	4,000
<i>Services and Charges</i>	84,405	100,950	90,050	93,100
<i>Miscellaneous</i>	2,371	11,100	3,489	13,100
<b><i>Division Total</i></b>	<b>547,604</b>	<b>702,050</b>	<b>668,119</b>	<b>615,380</b>

# Finance

## Adopted to Estimated Actual FY16:

*Division expenditures are expected to be \$33,931 less than budget. The variance is attributable to personnel costs. Additional funds were originally provided for the transition of the retiring Finance Director to the new Finance Director in the adopted FY16 budget. Salary savings resulted from the Budget Specialist position, vacant since January 2016.*

## FY17 Budget Highlights:

- *Transitions in division expenditures are \$86,670 lower — a decrease of 12.3 percent — compared to budgeted expenditures for FY16. The variance is attributable to personnel costs related to the Finance Director position. Additional funds are provided for printing, copying and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$93,100 or about 15 percent, of division expenditures.*

# Legal

## Division Purpose:

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

## Management Objectives:

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

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Legal</i>	226,013	275,100	283,100	298,100
<b><i>Division Total</i></b>	<b>226,013</b>	<b>275,100</b>	<b>283,100</b>	<b>298,100</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	225,272	272,000	280,000	295,000
<i>Miscellaneous</i>	741	3,100	3,100	3,100
<b><i>Division Total</i></b>	<b>226,013</b>	<b>275,100</b>	<b>283,100</b>	<b>298,100</b>

# Legal

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$8,000 higher than budget. This variance is primarily attributable to higher than anticipated costs for legal services associated with the relocation of Washington Adventist Hospital and development matters.*

## FY17 Budget Highlights:

- *Division expenditures are \$23,000 higher – an increase of 8.4 percent – compared to budgeted expenditures for FY16.*
- *The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.*
- *The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters.*
- *Funding in the amount of \$295,000 is included for legal services. Of this amount, \$175,000 is for services provided by the City Attorney's Office and \$100,000 is for services provided by Kollman & Saucier.*
- *In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total about one percent of division expenditures.*



# Information Systems

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY15	Estimated FY16	Projected FY17
Network uptime	98.70%	99.50%	99.99%
E-mail services uptime	99.90%	99.90%	99.90%
Financial Services uptime	99.70%	99.90%	99.90%
Servers in VMWare environment	12	22	28
Applications in the Cloud	2	4	10
Number of Help Desk calls	3,000	3,045	3,500

# Information Systems

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.50	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Information Technology Manager</i>	1.00	1.00
<i>Information Technology Specialist</i>	2.00	2.00
<i>Administrative Assistant</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>3.50</b>	<b>3.50</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Information Systems</i>	581,348	669,950	655,740	657,552
<b><i>Division Total</i></b>	<b>581,348</b>	<b>669,950</b>	<b>655,740</b>	<b>657,552</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	229,105	249,500	234,500	257,500
<i>Fringe Benefits</i>	99,082	103,000	102,000	106,500
<i>Overtime</i>	1,928	2,000	3,800	3,000
<i>Employee Recognition</i>	150	-	110	120
<b><i>Personnel Subtotal</i></b>	<b>330,265</b>	<b>354,500</b>	<b>340,410</b>	<b>367,120</b>
<i>Supplies</i>	5,936	8,000	8,030	8,000
<i>Services and Charges</i>	243,462	299,850	299,700	274,832
<i>Miscellaneous</i>	1,685	7,600	7,600	7,600
<b><i>Division Total</i></b>	<b>581,348</b>	<b>669,950</b>	<b>655,740</b>	<b>657,552</b>

# Information Systems

## **Adopted to Estimated Actual FY16:**

- *Division expenditures are expected to be \$14,210 lower than budget. The variance is primarily due to lower than anticipated costs for fringe benefits.*

## **FY17 Budget Highlights:**

- *Overall division expenditures are \$12,398 lower — a decrease of 1.9 percent — compared to budgeted expenditures for FY16. Services and charges decreased due to lower software maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 56 percent of division expenditures are personnel costs.*

# Human Resources

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Total New Hires	N/A	58	35	58
Average Days to Hire	86	88	80	88
Number of Workers' Comp Injuries	24	26	25	25
Number of Days Off Due to Injuries	318	1,167	300	250

# Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	2.00	2.00	2.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Human Resources Director</i>	1.00	1.00
<i>Human Resources Generalist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>2.00</b>	<b>2.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Human Resources</i>	358,123	331,450	322,900	312,505
<b><i>Division Total</i></b>	<b>358,123</b>	<b>331,450</b>	<b>322,900</b>	<b>312,505</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	168,787	189,000	189,000	184,000
<i>Fringe Benefits</i>	63,310	72,000	74,000	58,000
<i>Overtime</i>	17,662	8,000	8,000	2,000
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	-	-	60	60
<b><i>Personnel Subtotal</i></b>	<b>249,759</b>	<b>269,000</b>	<b>271,060</b>	<b>244,060</b>
<i>Supplies</i>	1,518	4,000	4,250	4,500
<i>Services and Charges</i>	61,514	9,350	3,010	10,295
<i>Miscellaneous</i>	45,332	49,100	44,580	53,650
<b><i>Division Total</i></b>	<b>358,123</b>	<b>331,450</b>	<b>322,900</b>	<b>312,505</b>

# Human Resources

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$8,550 lower than budget.*
- *The variance is attributable to reduced expenditures in the Miscellaneous accounts. The reduction is in training and conferences as well as cell and telephone costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$18,945 lower — a decrease of 5.7 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to reduction in personnel costs, removing the temporary overlap of incoming and outgoing staff for training purposes as well as reductions in fringe benefits and overtime.*
- *Approximately 78 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about three percent of division expenditures.*
- *Approximately 17 percent of division expenditures are categorized as miscellaneous. This category includes \$45,000 for job announcements, background checks, and other employee recruitment costs.*

# City Clerk

## Division Purpose:

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

## Management Objectives:

- *Focus on transparency of Council actions, ease of access to records, and protecting the history of the City as documented in City records.*
- *Support City board, commission and committee activities, meetings, and membership.*
- *Provide a high level of customer service to Council, residents, and staff.*

## Performance/Workload Measures:

Measurement	Actual FY15	Estimated FY16	Projected FY17
Number of candidates for office processed	No election	11	No election
Percentage of voter turnout	N/A	21%	N/A
Number of Council meetings supported	54	48	54
Number of other meetings supported	21	27	28

# City Clerk

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	2.00	2.00	2.75
<i>FTEs without benefits</i>	0.50	0.50	-
<b><i>Division Total</i></b>	<b>2.50</b>	<b>2.50</b>	<b>2.75</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Clerk</i>	1.00	1.00
<i>Assistant City Clerk</i>	1.00	1.00
<i>Records Specialist</i>	0.50	0.75
<b><i>Division Total FTEs</i></b>	<b>2.50</b>	<b>2.75</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>City Clerk</i>	244,592	295,850	281,590	309,000
<b><i>Division Total</i></b>	<b>244,592</b>	<b>295,850</b>	<b>281,590</b>	<b>309,000</b>

<i>Division Expenditures by Type</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	162,797	176,000	171,000	200,820
<i>Fringe Benefits</i>	63,956	76,000	61,500	76,000
<i>Overtime</i>	874	750	6,000	2,500
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	-	1,500	1,590	90
<b><i>Personnel Subtotal</i></b>	<b>227,627</b>	<b>254,250</b>	<b>240,090</b>	<b>279,410</b>
<i>Supplies</i>	5,118	4,800	3,500	1,300
<i>Services and Charges</i>	6,378	30,000	31,950	20,790
<i>Miscellaneous</i>	5,469	6,800	6,050	7,500
<b><i>Division Total</i></b>	<b>244,592</b>	<b>295,850</b>	<b>281,590</b>	<b>309,000</b>



# City Clerk

## Adopted to Estimated Actual FY16:

- *Division expenditures are projected to be \$14,260 less than budgeted. This difference is primarily the result of less than anticipated costs for fringe benefits.*

## FY17 Budget Highlights:

- *Division expenditures are \$13,150 higher than budgeted expenditures for FY16, an increase of 4.4 percent.*
- *FTEs increase to 2.75. This reflects a .25 increase in FTE for the Records Specialist. This increase is to provide additional hours to focus on scanning, indexing, and preparation of documents for staff access and web posting and to provide additional customer service to the public.*
- *Funding in the amount of \$10,000 is proposed for an intern to provide support related to City elections and City boards, commissions and committees.*
- *Approximately 90 percent of division expenditures are personnel related.*
- *Expenditures classified as supplies comprise less than one percent of the division budget.*
- *Services and charges account for around seven percent of the division budget. This category includes \$3,800 for codification of ordinances and web hosting of the City Code and \$10,000 for online form submission software and service.*
- *Miscellaneous charges account for approximately two percent of the budget.*

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# Department Summary

## Department Overview:

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

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

<b>Staffing Summary by Division (FTEs)</b>	<b>Actual FY15</b>	<b>Adopted FY16</b>	<b>Proposed FY17</b>
<i>Office of the Chief</i>	3.00	3.00	3.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	28.50	30.50	29.00
<i>Criminal Investigations</i>	13.80	11.80	11.80
<i>Administrative Services</i>	7.17	7.17	7.34
<i>Neighborhood Services</i>	-	-	4.50
<b>Department Total FTEs</b>	<b>59.47</b>	<b>59.47</b>	<b>62.64</b>

<b>Source of Funds</b>	<b>Actual FY15</b>	<b>Adopted FY16</b>	<b>Estimated FY16</b>	<b>Proposed FY17</b>
<i>Police Protection (State)</i>	433,382	431,752	431,000	437,295
<i>County Police Rebate</i>	920,995	945,540	945,000	986,340
<i>In Lieu of Police</i>	2,515,147	2,515,147	2,515,147	2,515,147
<i>In Lieu of Crossing Guard</i>	182,384	182,384	182,384	182,384
<i>Summons and Fines</i>	303,927	200,000	490,000	500,000
<i>Municipal Infractions</i>	-	-	-	5,000
<i>Public Parking Facilities</i>	94,197	95,000	95,000	95,000
<i>Parking Permits</i>	11,044	12,500	10,000	10,000
<i>Parking Administrative Fees</i>	5,910	4,000	5,000	5,500
<b>Subtotal</b>	<b>4,466,986</b>	<b>4,386,323</b>	<b>4,673,531</b>	<b>4,736,666</b>
<i>General Fund</i>	2,250,991	2,684,117	2,370,618	3,049,408
<b>Department Total</b>	<b>6,717,977</b>	<b>7,070,440</b>	<b>7,044,149</b>	<b>7,786,074</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	3,658,575	3,659,000	3,751,800	4,025,500
<i>Car and Clothing Allowances</i>	56,462	69,620	49,140	71,830
<i>Fringe Benefits</i>	2,011,734	2,308,420	2,205,500	2,499,268
<i>Overtime</i>	222,902	165,000	318,500	279,500
<i>Overtime -Training</i>	62,124	76,500	54,300	62,000
<i>Overtime -Holiday</i>	1,318	16,000	550	17,000
<i>Night Differential</i>	71,749	86,500	14,000	86,500
<i>Overtime -Court</i>	79,260	80,500	68,100	71,800
<i>Overtime Staffing</i>	52,110	65,500	22,500	27,000
<i>Employee Recognition</i>	450	7,500	9,580	16,325
<b><i>Personnel Subtotal</i></b>	<b>6,216,684</b>	<b>6,534,540</b>	<b>6,493,970</b>	<b>7,156,723</b>
<i>Supplies</i>	240,205	218,550	215,443	268,020
<i>Services and Charges</i>	185,138	241,000	263,079	266,099
<i>Miscellaneous</i>	75,950	76,350	71,657	95,232
<b><i>Department Total</i></b>	<b>6,717,977</b>	<b>7,070,440</b>	<b>7,044,149</b>	<b>7,786,074</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Office of the Chief</i>	525,768	564,130	600,192	611,652
<i>Communications</i>	553,403	578,900	558,440	609,110
<i>Operations</i>	3,607,549	3,794,660	3,787,441	3,766,381
<i>Criminal Investigations</i>	1,344,347	1,406,780	1,356,148	1,499,588
<i>Administrative Services</i>	686,910	725,970	741,928	767,293
<i>Neighborhood Services</i>	-	-	-	532,050
<b><i>Department Total</i></b>	<b>6,717,977</b>	<b>7,070,440</b>	<b>7,044,149</b>	<b>7,786,074</b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$26,291 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Departmental expenditures are up \$715,634 — an increase of 10 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to the addition of the Neighborhood Services Division, which adds \$532,050 to the overall budget.*
- *Total departmental FTEs increased by 3.17 due to the Neighborhood Services Division.*
- *Approximately 92 percent of departmental expenditures are personnel related.*
- *Supplies account for about three percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials.*
- *Services and charges account for about three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$135,000. This parking fee is higher due to the increase in the number of parking citations. Additionally, costs for a body worn camera contract have added an extra cost of \$35,000.*



# Office of the Chief

## Division Purpose:

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

## Management Objectives:

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



## Performance/Workload Measures:

Measurement	FY 14	FY15	FY16	Est FY17
Number of officers hired	3	5	1	4
Number of civilians hired	2	3	-	1
Emergency Management Activities	-	9	12	24
Emergency Management training	-	5	10	6
Community events	-	12	12	12
Community advisories	-	333	400	400
Council of Government meetings	-	20	24	24

# Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Chief of Police</i>	1.00	1.00
<i>Emergency Manager</i>	1.00	1.00
<i>PIO / Executive Assistant</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Office of the Chief</i>	525,768	564,130	600,192	611,652
<b><i>Division Total</i></b>	<b>525,768</b>	<b>564,130</b>	<b>600,192</b>	<b>611,652</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	231,742	228,000	226,000	238,500
<i>Car and Clothing Allowances</i>	1,500	1,500	1,500	1,500
<i>Fringe Benefits</i>	94,012	102,180	102,500	95,681
<i>Overtime</i>	453	2,500	6,000	3,000
<i>Overtime -Court</i>	173	-	-	-
<i>Overtime Staffing</i>	3,932	-	700	-
<i>Employee Recognition</i>	-	-	90	1,090
<b><i>Personnel Subtotal</i></b>	<b>331,812</b>	<b>334,180</b>	<b>336,790</b>	<b>339,771</b>
<i>Supplies</i>	36,003	17,600	32,000	22,150
<i>Services and Charges</i>	88,336	142,500	165,500	169,499
<i>Miscellaneous</i>	69,617	69,850	65,902	80,232
<b><i>Division Total</i></b>	<b>525,768</b>	<b>564,130</b>	<b>600,192</b>	<b>611,652</b>



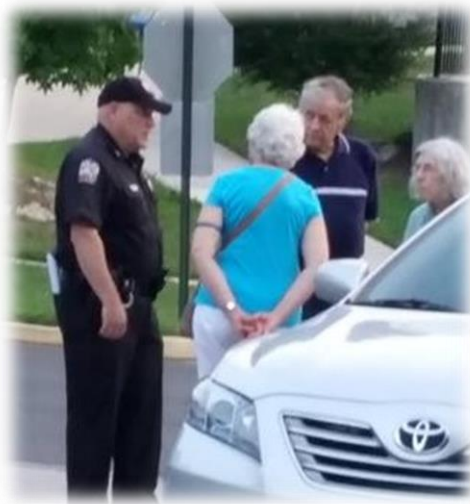
# Office of the Chief

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$36,062 more than budget due to costs for processing parking citations.*

## FY17 Budget Highlights:

- *Division expenditures are \$47,522 higher — an increase of 8.4 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to the increase in personnel costs, contractual services and miscellaneous costs.*
- *Division FTEs remain unchanged.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Services and charges account for about 28 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$135,000.*
- *Approximately 13 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$18,000) and recruitment costs (\$10,000).*



# Communications

## Division Purpose:

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

## Management Objectives:

- *Update the phone system in communications.*
- *Establish a plan for moving communication centers during an emergency.*
- *Improve customer service skills through regular training.*

## Performance/Workload Measures:

Measurement	Calendar 2014	Calendar 2015	Projected 2016
Number of calls for service dispatched	22,874	22,322	22,000
Training classes	10	24	24
Warrants Processed	425	439	400

# Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
FTEs with benefits	7.00	7.00	7.00
FTEs without benefits	-	-	-
<b>Division Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
Senior Dispatcher	1.00	1.00
Police Dispatcher	6.00	6.00
<b>Division Total FTEs</b>	<b>7.00</b>	<b>7.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
Communications	553,403	578,900	558,440	609,110
<b>Division Total</b>	<b>553,403</b>	<b>578,900</b>	<b>558,440</b>	<b>609,110</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
Wages	364,406	350,000	365,500	355,000
Car and Clothing Allowances	2,640	2,400	1,680	2,400
Fringe Benefits	123,302	155,500	115,500	161,500
Overtime	14,827	17,500	38,000	30,000
Overtime -Training	589	1,000	-	1,000
Overtime -Holiday	604	3,000	550	3,000
Night Differential	13,862	13,500	1,500	13,500
Employee Recognition	-	-	210	210
<b>Personnel Subtotal</b>	<b>520,230</b>	<b>542,900</b>	<b>522,940</b>	<b>566,610</b>
Supplies	3,627	3,000	2,500	3,000
Services and Charges	29,546	33,000	33,000	33,000
Miscellaneous	-	-	-	6,500
<b>Division Total</b>	<b>553,403</b>	<b>578,900</b>	<b>558,440</b>	<b>609,110</b>

# Communications

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$20,460 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$30,210 higher — an increase of 5.2 percent — compared to budgeted expenditures for FY16.*
- *Division FTEs remain unchanged.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Services and charges represent about five percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$33,000).*
- *Additional funds have been added to the miscellaneous line to update the dispatch office and replaced worn equipment.*

# Operations

## Division Purpose:

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

## Management Objectives:

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



## Performance/Workload Measures:

Measurement	Calendar 2014	Calendar 2015	Projected 2016
Number of Security Surveys	n/a	15	20
Foot and Bike Patrol Hours		5203	5000
Number of Vacant Home Checks	n/a	42	40
Number of traffic stops	7953	8585	8000

# Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	28.00	30.00	29.00
<i>FTEs without benefits</i>	0.50	0.50	-
<b><i>Division Total</i></b>	<b>28.50</b>	<b>30.50</b>	<b>29.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	24.00	24.00
<i>Nuisance Control Specialist</i>	1.50	-
<b><i>Division Total FTEs</i></b>	<b>30.50</b>	<b>29.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Operations</i>	3,607,549	3,794,660	3,787,441	3,766,381
<b><i>Division Total</i></b>	<b>3,607,549</b>	<b>3,794,660</b>	<b>3,787,441</b>	<b>3,766,381</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	1,957,461	1,925,000	1,958,000	1,886,000
<i>Car and Clothing Allowances</i>	34,832	46,500	31,500	47,480
<i>Fringe Benefits</i>	1,136,910	1,350,410	1,345,500	1,314,321
<i>Overtime</i>	132,890	70,000	175,000	150,000
<i>Overtime -Training</i>	55,082	70,000	50,000	55,000
<i>Overtime -Holiday</i>	489	9,000	-	9,000
<i>Night Differential</i>	49,314	60,000	10,000	60,000
<i>Overtime -Court</i>	59,755	60,500	65,000	66,500
<i>Overtime Staffing</i>	43,741	60,500	20,500	25,000
<i>Employee Recognition</i>	100	7,500	7,500	7,500
<b><i>Personnel Subtotal</i></b>	<b>3,470,574</b>	<b>3,659,410</b>	<b>3,663,000</b>	<b>3,620,801</b>
<i>Supplies</i>	135,469	133,750	121,500	142,080
<i>Services and Charges</i>	1,040	-	1,741	2,000
<i>Miscellaneous</i>	466	1,500	1,200	1,500
<b><i>Division Total</i></b>	<b>3,607,549</b>	<b>3,794,660</b>	<b>3,787,441</b>	<b>3,766,381</b>

# Operations

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$7,219 less than budget.*
- *The variance is primarily attributable to supply and personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$28,279 less - a decrease of 0.75 percent - compared to budgeted expenditures for FY 16.*
- *The variance is primarily attributable to moving 1.5 FTEs to the Neighborhood Services Division.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about four percent of division expenditures. This category includes gasoline and expenses related to vehicle repairs.*

# Criminal Investigations

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Calendar 2014	Calendar 2015	Projected 2016
Number of cases assigned	199	229	200
Number of cases closed	91	90	100
Number of cases exceptionally cleared	25	21	15
Closure/clearance percentage	58	48.5	50
Number of search warrants obtained	41	77	25
Number of arrest warrants obtained	41	31	50



# Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	13.80	11.80	11.80
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>13.80</b>	<b>11.80</b>	<b>11.80</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	-
<i>Police Sergeant</i>	2.00	2.00
<i>Police Officer</i>	6.00	6.00
<i>Victim / Witness Coordinator</i>	0.80	0.80
<i>Crime Analyst</i>	1.00	1.00
<i>Evidence Specialist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>11.80</b>	<b>11.80</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Criminal Investigations</i>	1,344,347	1,406,780	1,356,148	1,499,588
<b><i>Division Total</i></b>	<b>1,344,347</b>	<b>1,406,780</b>	<b>1,356,148</b>	<b>1,499,588</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	749,455	790,000	820,000	842,000
<i>Car and Clothing Allowances</i>	12,480	14,220	12,240	14,220
<i>Fringe Benefits</i>	445,119	462,060	398,000	488,958
<i>Overtime</i>	64,352	65,000	90,000	83,500
<i>Overtime--Training</i>	5,980	4,000	4,300	4,500
<i>Overtime--Holiday</i>	-	4,000	-	4,000
<i>Night Differential</i>	8,572	12,500	2,500	12,500
<i>Overtime--Court</i>	19,238	20,000	3,100	5,000
<i>Overtime--Staff Shortage</i>	4,437	5,000	1,300	2,000
<i>Employee Recognition</i>	-	-	1,360	4,000
<b><i>Personnel Subtotal</i></b>	<b>1,309,633</b>	<b>1,376,780</b>	<b>1,332,800</b>	<b>1,460,678</b>
<i>Supplies</i>	30,858	30,000	23,293	33,910
<i>Services and Charges</i>	3,486	-	-	3,000
<i>Miscellaneous</i>	370	-	55	2,000
<b><i>Division Total</i></b>	<b>1,344,347</b>	<b>1,406,780</b>	<b>1,356,148</b>	<b>1,499,588</b>

# Criminal Investigations

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$50,632 less than budget.*
- *The variance is attributable to lower personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$92,808 higher– an increase of 6.6 percent - compared to budgeted expenditures for FY16.*
- *The budgetary increase is attributable to personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 97 percent of division expenditures are personnel related.*

# Administrative Services

## Division Purpose:

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

## Management Objectives:

- *Manage improvements of the crossing guard program.*
- *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 2014	Calendar 2015	Projected 2016
Total Parking Permits Issued	650	662	650
Total Parking citations processed	4246	6889	9500
Number of reports processed	n/a	2319	2200

# Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	6.69	6.69	6.28
<i>FTEs without benefits</i>	0.48	0.48	1.06
<b><i>Division Total</i></b>	<b>7.17</b>	<b>7.17</b>	<b>7.34</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	-
<i>Police Warrants Security Specialist</i>	-	-
<i>Administrative Assistant III</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Administrative Assistant I</i>	1.00	1.00
<i>Crossing Guard</i>	3.17	3.34
<b><i>Division Total FTEs</i></b>	<b>7.17</b>	<b>7.34</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administrative Services</i>	686,910	725,970	741,928	767,293
<b><i>Division Total</i></b>	<b>686,910</b>	<b>725,970</b>	<b>741,928</b>	<b>767,293</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	355,510	366,000	382,300	389,500
<i>Car and Clothing Allowances</i>	5,010	5,000	2,220	5,030
<i>Fringe Benefits</i>	212,391	238,270	244,000	253,808
<i>Overtime</i>	10,382	10,000	9,500	10,000
<i>Overtime--Training</i>	472	1,500	-	1,500
<i>Overtime--Holiday</i>	225	-	-	1,000
<i>Night Differential</i>	-	500	-	500
<i>Overtime--Court</i>	95	-	-	300
<i>Employee Recognition</i>	350	-	420	3,375
<b><i>Personnel Subtotal</i></b>	<b>584,435</b>	<b>621,270</b>	<b>638,440</b>	<b>665,013</b>
<i>Supplies</i>	34,247	34,200	36,150	39,880
<i>Services and Charges</i>	62,730	65,500	62,838	57,400
<i>Miscellaneous</i>	5,498	5,000	4,500	5,000
<b><i>Division Total</i></b>	<b>686,910</b>	<b>725,970</b>	<b>741,928</b>	<b>767,293</b>

# Administrative Services

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$15,958 higher than budget.*

## FY17 Budget Highlights:

- *Division expenditures are \$41,323 higher— an increase of 5.7 percent — compared to budgeted expenditures for FY16.*
- *The increase is due to higher personnel costs.*
- *Division FTEs have minor changes due to the increase in hours for the crossing guards.*
- *Approximately 87 percent of division expenditures are personnel related.*
- *Approximately five percent of division expenditures are categorized as supplies.*
- *Services and charges represent about eight percent of division expenditures. This category includes telephone, printing, and copying charges of \$57,400.*

# Neighborhood Services

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Calendar 2015	Calendar 2016 (Estimated)	Projected 2017
Parking citations Issued	6500	9500	9000
Property Maintenance Code Complaints*	207	225	250
Property Maintenance Code Cases Closed*	311	200	200
Education Events	-	-	12

\*Past property Maintenance data reported by Fiscal Year

# Neighborhood Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	-	-	4.50
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	-	-	<b>4.50</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Nuisance Control Specialist</i>	-	1.50
<i>Code Enforcement Supervisor</i>	-	1.00
<i>Code Enforcement Inspector</i>	-	1.00
<i>Environmental Code Enforcement</i>	-	1.00
<b><i>Division Total FTEs</i></b>	-	<b>4.50</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administrative Services</i>	-	-	-	532,050
<b><i>Division Total</i></b>	-	-	-	<b>532,050</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	-	-	-	314,500
<i>Car and Clothing Allowances</i>	-	-	-	1,200
<i>Fringe Benefits</i>	-	-	-	185,000
<i>Overtime</i>	-	-	-	3,000
<i>Employee Recognition</i>	-	-	-	150
<b><i>Personnel Subtotal</i></b>	-	-	-	<b>503,850</b>
<i>Supplies</i>	-	-	-	27,000
<i>Services and Charges</i>	-	-	-	1,200
<i>Miscellaneous</i>	-	-	-	-
<b><i>Division Total</i></b>	-	-	-	<b>532,050</b>

# Neighborhood Services

## Adopted to Estimated Actual FY16:

None

## FY17 Budget Highlights:

*This is a merger of two separate city functions for FY17.*

- *There are 4.5 FTEs for this new division; only one FTE represents a new position.*
- *Approximately 95 percent of division expenditures are personnel related.*
- *Supplies account for five percent of division expenditures.*
- *Services and charges made up approximately .23 percent of expenditures*





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# Department Summary

## Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	3.00	3.00	3.00
<i>Building Maintenance</i>	6.00	6.00	6.00
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	8.00	8.00
<i>Solid Waste Management</i>	9.00	10.00	10.00
<i>Gardens</i>	3.00	3.00	3.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.85	1.85	1.85
<b><i>Department Total FTEs</i></b>	<b>34.85</b>	<b>35.85</b>	<b>35.85</b>

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Highway User Fees</i>	303,608	341,665	300,000	364,752
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	72,192	70,700	70,700	71,000
<i>Recyclable Sales</i>	1,032	3,000	250	3,000
<i>Mulch Sales</i>	22,925	20,000	22,000	22,000
<i>Special Trash Pickup</i>	7,945	10,000	8,100	8,000
<i>Excavation/Driveway Permits</i>	3,085	3,000	3,100	3,000
<i>Tree Permits</i>	9,975	12,000	9,500	10,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
<b><i>Subtotal</i></b>	<b>1,188,961</b>	<b>1,228,564</b>	<b>1,181,849</b>	<b>1,249,951</b>
<i>General Fund</i>	3,030,063	3,474,044	3,442,650	3,610,219
<b><i>Department Total</i></b>	<b>4,219,024</b>	<b>4,702,608</b>	<b>4,624,499</b>	<b>4,860,170</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	1,628,679	1,828,800	1,764,500	2,011,516
<i>Car and Clothing Allowances</i>	8,605	12,400	10,500	12,400
<i>Fringe Benefits</i>	704,139	775,500	742,000	848,500
<i>Overtime</i>	108,525	74,550	137,450	87,114
<i>Night Differential</i>	10,070	11,000	1,000	5,000
<i>Contractual Labor</i>	203,614	121,600	190,000	82,000
<i>Employee Recognition</i>	1,150	3,500	4,550	10,100
<b><i>Personnel Subtotal</i></b>	<b>2,664,782</b>	<b>2,827,350</b>	<b>2,850,000</b>	<b>3,056,630</b>
<i>Supplies</i>	522,459	589,108	554,549	574,380
<i>Services and Charges</i>	830,240	1,050,975	990,550	1,162,760
<i>Miscellaneous</i>	201,543	235,175	229,400	66,400
<b><i>Department Total</i></b>	<b>4,219,024</b>	<b>4,702,608</b>	<b>4,624,499</b>	<b>4,860,170</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	495,976	559,125	528,495	563,740
<i>Building Maintenance</i>	860,209	888,700	806,300	876,300
<i>Equipment Maintenance</i>	443,276	492,000	475,214	504,526
<i>Right-of-Way Maintenance</i>	988,604	1,055,700	1,045,110	1,083,456
<i>Solid Waste Management</i>	826,590	888,708	992,950	1,004,488
<i>Gardens</i>	209,815	233,275	249,290	266,060
<i>Urban Forest</i>	174,985	262,900	195,480	237,900
<i>City Engineer</i>	219,569	322,200	331,660	323,700
<b><i>Department Total</i></b>	<b>4,219,024</b>	<b>4,702,608</b>	<b>4,624,499</b>	<b>4,860,170</b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$78,109 lower or 1.7 percent less than budget.*
- *The variances are primarily attributable to staff vacancies and lower than projected costs for supplies and contractual services.*

## FY17 Budget Highlights:

- *Departmental expenditures are \$157,562 higher — an increase of 3.4 percent — compared to budgeted expenditures for FY16.*
- *Approximately 63 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$229,280 compared to budgeted expenditures for FY16.*
- *Approximately 12 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.*
- *Services and charges account for about 24 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services and specialized building maintenance work. For FY17 the costs associated with refuse and recycling fees have been moved to this category and out of miscellaneous charges.*
- *Miscellaneous expenditures total approximately one percent of departmental expenditures. The vast majority of these expenditures are for training, conferences, association dues and costs associated with the Neighborhood Energy Challenge event and awards.*



# Administration

## Division Purpose:

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

## Management Objectives:

- *Review Public Works related information on the City website to ensure that it is up to date and informative.*
- *Oversee the public outreach and implementation of Sustainability programs including the Green Home Energy Challenge.*
- *Schedule mulch deliveries and bulk refuse collection.*
- *Oversee reporting of Worker's Compensation claims and work with the Human Resources Department to provide specific work place training programs.*
- *Report Public Works accidents to insurer.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
# of homes Green Home Energy Certified	—	10	140	100
# of low/moderate income homes receiving energy make-overs	—	0	39	0

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Sustainability Manager</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	495,976	559,125	528,495	563,740
<b><i>Division Total</i></b>	<b>495,976</b>	<b>559,125</b>	<b>528,495</b>	<b>563,740</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	250,645	271,800	267,000	279,300
<i>Fringe Benefits</i>	89,245	89,500	86,500	93,500
<i>Overtime</i>	976	600	1,200	1,500
<i>Employee Recognition</i>	-	-	120	500
<b><i>Personnel Subtotal</i></b>	<b>340,866</b>	<b>361,900</b>	<b>354,820</b>	<b>374,800</b>
<i>Supplies</i>	11,430	12,500	9,500	12,500
<i>Services and Charges</i>	130,158	149,900	137,400	140,940
<i>Miscellaneous</i>	13,522	34,825	26,775	35,500
<b><i>Division Total</i></b>	<b>495,976</b>	<b>559,125</b>	<b>528,495</b>	<b>563,740</b>

# Administration

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$30,630 lower or 5.5 percent less than budget.*
- *The variance is primarily attributable to lower personnel costs, contractual services charges and miscellaneous costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$4,615 higher — an increase of less than one percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to an increase in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 66.5 percent of division expenditures are personnel related.*
- *Supplies account for two percent of division expenditures.*
- *Services and charges account for 25 percent of division expenditures. This category includes sustainability programming (\$78,000), cost of telephone service (\$11,840), departmental radios and gps units (\$25,000), printing and copying charges (\$15,400), and postage charges (\$10,000).*
- *Miscellaneous charges account for six percent of division expenditures and include training, conference costs and association dues, as well as funding for special events and awards related to the Green Home and Neighborhood Energy Challenges.*

# Building Maintenance

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Expenditures for Facility Maintenance by <b>Contractor</b>	\$203,196	\$181,040	\$160,000	\$184,000
Expenditures for Facility Maintenance <b>In-House</b> (not personnel costs)	\$20,908	\$38,359	\$28,000	\$30,000
Electricity Use (buildings)	588,924 kwh	505,562 kwh	500,000 kwh	450,000 kwh
Gas Use (buildings)	26,017 therms	28,410 therms	26,000 therms	25,000 therms
Water Use (all)	924,000 gals	767,000 gals	800,000 gals	800,000 gals

## Special Projects For FY17:

*Improvements to Heffner Park – replace ceiling fans, construct an exterior foyer, replace lighting with LEDs, install a rear walkway to provide walking surface from emergency exit.*

*Improvements to the New Hampshire Avenue Recreation Center – replace office carpet with tile, replace paneling in the weight room.*

*Replace drinking fountains at Heffner Park and Forest Park.*

*Install protective wall covering in the back hallway of the Community Center, 2<sup>nd</sup> floor.*



# Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	6.00	6.00	6.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

<i>Position Title</i>	<i>FY16</i>	<i>FY17</i>
<i>Facility Maintenance Supervisor</i>	1.00	1.00
<i>Building Maintenance Specialist</i>	1.00	1.00
<i>Custodial Crew Leader</i>	1.00	1.00
<i>Custodian</i>	3.00	3.00
<b><i>Division Total FTEs</i></b>	<b>6.00</b>	<b>6.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Building Maintenance</i>	860,209	888,700	806,300	876,300
<b><i>Division Total</i></b>	<b>860,209</b>	<b>888,700</b>	<b>806,300</b>	<b>876,300</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	276,668	268,000	240,000	289,500
<i>Fringe Benefits</i>	124,172	115,500	112,500	124,500
<i>Overtime</i>	11,812	6,000	13,500	6,000
<i>Car and Clothing Allowances</i>	2,200	2,400	1,600	2,400
<i>Night Differential</i>	10,070	11,000	1,000	5,000
<i>Contractual Labor</i>	11,260	4,000	27,000	4,000
<i>Employee Recognition</i>	400	-	150	500
<b><i>Personnel Subtotal</i></b>	<b>436,582</b>	<b>406,900</b>	<b>395,750</b>	<b>431,900</b>
<i>Supplies</i>	85,625	75,500	71,450	71,500
<i>Services and Charges</i>	338,002	404,300	338,600	370,900
<i>Miscellaneous</i>	-	2,000	500	2,000
<b><i>Division Total</i></b>	<b>860,209</b>	<b>888,700</b>	<b>806,300</b>	<b>876,300</b>

# Building Maintenance

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$82,400 lower or 9.3 percent less than budget.*
- *The variance is primarily attributable to staff vacancy, and lower than anticipated contractual services and lower utility costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$12,400 lower — a decrease of 1.4 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to expected decrease in facility energy use and reductions in costs for custodial supplies.*
- *Approximately 49.3 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supply charges account for eight percent of division expenditures.*
- *Services and charges account for 42% of division expenditures. This category includes the cost of facility utilities (\$75,000 for electricity, \$20,000 for gas and \$20,000 for water use), contracts for maintenance services (\$100,000), funding for special projects including small renovations to facilities (\$65,000), and maintenance contracts (\$75,000).*

# 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 maintain the fueling station.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Number of vehicles maintained:				
<i>Police</i>	50	51	52	53
<i>Public Works</i>	23	22	23	23
<i>Other Departments</i>	8	7	6	6
Maintenance Costs:				
<i>Police</i>	\$36,714	\$35,943	\$48,600	\$58,500
<i>Public Works and Administration</i>	\$56,062	\$77,449	\$87,000	\$82,000
Number of vehicle/ equipment work orders	1,037	1,100	1,150	1,200

# Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Vehicle Maintenance Supervisor</i>	1.00	1.00
<i>Mechanic</i>	2.00	2.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Equipment Maintenance</i>	443,276	492,000	475,214	504,526
<b><i>Division Total</i></b>	<b>443,276</b>	<b>492,000</b>	<b>475,214</b>	<b>504,526</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	165,717	200,500	178,000	198,000
<i>Fringe Benefits</i>	69,974	87,500	69,500	90,500
<i>Car and Clothing Allowances</i>	600	1,200	1,000	1,200
<i>Overtime</i>	6,603	5,250	15,500	5,246
<i>Employee Recognition</i>	300	-	90	-
<b><i>Personnel Subtotal</i></b>	<b>243,194</b>	<b>294,450</b>	<b>264,090</b>	<b>294,946</b>
<i>Supplies</i>	187,053	176,400	187,649	188,130
<i>Services and Charges</i>	11,722	17,800	22,150	17,300
<i>Miscellaneous</i>	1,307	3,350	1,325	4,150
<b><i>Division Total</i></b>	<b>443,276</b>	<b>492,000</b>	<b>475,214</b>	<b>504,526</b>

# Equipment Maintenance

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$16,786 lower or 3.4 percent less than budget.*
- *The variance is primarily attributable to lower than budgeted personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$12,526 higher – an increase of 2.5 percent – compared to budgeted expenditures for FY16. The variance is attributable to increases in projected fuel costs and repair materials.*
- *Division FTEs remain unchanged.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Supply costs are 37 percent of division expenditures and include gasoline and diesel costs total (\$86,175), repair and maintenance materials (\$72,700), and outside labor and parts (\$25,000). Costs for fuel, repair, maintenance and outside labor for Police vehicles is reflected in the Police Department budget.*
- *Services and Charges account for three percent of division expenditures.*

# Right-of-Way Maintenance

## Division Purpose:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
# of streets receiving preventative maintenance	5	6	8	10
# of street sweeping cycles annually	16	16	16	20

# Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	8.00	8.00	8.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Right-of-Way Maintenance Supervisor</i>	1.00	1.00
<i>Right-of-Way Crew Leader</i>	2.00	2.00
<i>Equipment Operator</i>	1.00	1.00
<i>Right-of-Way Maintenance Technician</i>	4.00	4.00
<b><i>Division Total FTEs</i></b>	<b>8.00</b>	<b>8.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Right-of-Way Maintenance</i>	988,604	1,055,700	1,045,110	1,083,456
<b><i>Division Total</i></b>	<b>988,604</b>	<b>1,055,700</b>	<b>1,045,110</b>	<b>1,083,456</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	307,165	350,000	330,000	426,716
<i>Fringe Benefits</i>	153,871	175,000	157,500	189,000
<i>Overtime</i>	40,198	29,750	45,000	38,200
<i>Car and Clothing Allowances</i>	2,205	3,200	2,800	3,200
<i>Contractual Labor</i>	98,351	88,000	105,000	42,240
<i>Employee Recognition</i>	300	3,500	3,710	4,500
<b><i>Personnel Subtotal</i></b>	<b>602,090</b>	<b>649,450</b>	<b>644,010</b>	<b>703,856</b>
<i>Supplies</i>	142,187	136,050	140,000	136,600
<i>Services and Charges</i>	241,981	261,200	255,600	241,000
<i>Miscellaneous</i>	2,346	9,000	5,500	2,000
<b><i>Division Total</i></b>	<b>988,604</b>	<b>1,055,700</b>	<b>1,045,110</b>	<b>1,083,456</b>

# Right-of-Way Maintenance

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$10,590 lower or one percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs and contractual services charges.*

## FY17 Budget Highlights:

- *Division expenditures are \$27,756 higher – an increase of 2.6 percent – compared to budgeted expenditures for FY16. The variance is attributable to the increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 65 percent of division expenditures are personnel related.*
- *Approximately 13 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$23,000), park supplies (\$50,000), and snow removal materials (\$44,550).*
- *Contractual Services account for approximately 22 percent of division expenditures. This category includes electrical costs for street and park lights, which total \$202,500, equipment repair charges of \$8,000, disposal costs of \$7,000, and rental charges of \$6,000.*



# Solid Waste Management

## Division Purpose:

*Collects residential trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Collects from public receptacles throughout the City two to three times per week. Division staff 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 Collection Day.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Tons of trash	3,082	2,972	3,000	2,900
Tons of recycling	1,546	1,500	1,500	1,500
Tons of yard waste collected	364	320	350	350
Tons of food waste collected	116	183	200	300
# of ROW containers serviced	120	122	126	130

# Solid Waste Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	9.00	10.00	10.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Solid Waste Supervisor</i>	1.00	1.00
<i>Sanitation Driver</i>	4.00	4.00
<i>Sanitation Technician II</i>	-	-
<i>Sanitation Technician I</i>	5.00	5.00
<b><i>Division Total FTEs</i></b>	<b>10.00</b>	<b>10.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Solid Waste Management</i>	826,590	888,708	992,950	1,004,488
<b><i>Division Total</i></b>	<b>826,590</b>	<b>888,708</b>	<b>992,950</b>	<b>1,004,488</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	345,285	397,500	405,000	459,500
<i>Car and Clothing Allowances</i>	2,600	4,000	3,500	3,600
<i>Fringe Benefits</i>	167,712	184,000	180,000	214,500
<i>Overtime</i>	42,058	25,250	50,000	27,888
<i>Contractual Labor</i>	51,059	9,600	33,000	7,680
<i>Employee Recognition</i>	-	-	300	1,300
<b><i>Personnel Subtotal</i></b>	<b>608,714</b>	<b>620,350</b>	<b>671,800</b>	<b>714,468</b>
<i>Supplies</i>	3,024	33,658	32,450	24,400
<i>Services and Charges</i>	30,701	57,200	97,200	250,120
<i>Miscellaneous</i>	184,151	177,500	191,500	15,500
<b><i>Division Total</i></b>	<b>826,590</b>	<b>888,708</b>	<b>992,950</b>	<b>1,004,488</b>

# Solid Waste Management

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$104,242 higher or 11.7 percent more than budget.*
- *The variance is due to higher than anticipated personnel costs, services and charges and disposal costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$115,780 higher – an increase of 13 percent – compared to budgeted expenditures for FY16 due to increased personnel costs and contractual services fees.*
- *Division FTEs remain the same.*
- *Approximately 71 percent of division expenditures are personnel related.*
- *Supplies account for 2.4 of division expenditures.*
- *Services and charges account for 25 percent of division expenditures and include disposal and/or processing of materials, including \$173,000 for solid waste and household hazardous waste disposal and \$74,120 for single stream recycling, yard waste, food waste composting, and electronics recycling fees.*

# Gardens

## Division Purpose:

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

## Management Objectives:

- *Continue pesticide and herbicide free garden maintenance, while implementing principles of Integrated Pest Management, utilizing non-chemical remedies for pest and weed control.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
# of new gardens created	2	2	1	3
# of gardens maintained	43	45	47	48
# of new bio-retention areas	11	7	6	3
# of bio-retention facilities maintained	20	31	38	44
# of new streetscapes	7	0	7	4
# of streetscapes maintained	20	27	27	34

# Gardens

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Gardener</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	2.00	2.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Gardens</i>	209,814	233,275	249,290	266,060
<b><i>Division Total</i></b>	<b>209,814</b>	<b>233,275</b>	<b>249,290</b>	<b>266,060</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	104,699	130,500	137,500	143,000
<i>Fringe Benefits</i>	38,468	51,500	52,500	54,500
<i>Overtime</i>	4,702	5,500	10,500	5,780
<i>Car and Clothing Allowances</i>	600	1,200	800	1,200
<i>Contractual Labor</i>	42,945	20,000	25,000	28,080
<i>Employee Recognition</i>	-	-	90	2,000
<b><i>Personnel Subtotal</i></b>	<b>191,414</b>	<b>208,700</b>	<b>226,390</b>	<b>234,560</b>
<i>Supplies</i>	16,957	21,000	20,500	27,250
<i>Services and Charges</i>	1,228	2,075	2,100	2,000
<i>Miscellaneous</i>	215	1,500	300	2,250
<b><i>Division Total</i></b>	<b>209,814</b>	<b>233,275</b>	<b>249,290</b>	<b>266,060</b>

# Gardens

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$16,015 higher or 6.9 percent more than budget.*
- *The variance is attributable to higher than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$32,785 higher – an increase of 14 percent – compared to budgeted expenditures for FY16.*
- *The variance is attributable to higher personnel costs and supplies charges.*
- *Division FTEs remain the same.*
- *Approximately 88 percent of division expenditures are personnel related.*
- *Supplies comprise about 10 percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.*

# Urban Forest

## Division Purpose:

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

## Management Initiatives:

- *Promote tree planting through the bulk buy program offered twice a year and the annual Arbor Day celebration.*
- *Plant trees in City right-of-way twice a year based on annual budget allocation.*
- *Work with utility companies to manage and protect urban forests.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
# of trees removed by permit	60	46	60	60
# of undesirable species trees removed by permit	15	11	20	20
# of Waivers issued by City Arborist	127	120	115	115
# of permit denials	14	15	10	10
Tree Impact Assessments	66	63	50	50
# of tree protection plan permits	10	25	15	15
# of trees planted in the right-of-way	106	124	115	120
# of bulk buy trees planted on private property	41	30	50	50
# of municipal infraction citations issued	3	2	3	5

# Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Arborist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>1.00</b>	<b>1.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Urban Forest</i>	174,985	262,900	195,480	237,900
<b><i>Division Total</i></b>	<b>174,985</b>	<b>262,900</b>	<b>195,480</b>	<b>237,900</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	68,179	71,000	69,000	73,000
<i>Fringe Benefits</i>	21,571	22,500	21,000	22,500
<i>Overtime</i>	1,508	2,000	550	2,000
<i>Car and Clothing Allowances</i>	400	400	400	400
<i>Employee Recognition</i>	-	-	30	1,000
<b><i>Personnel Subtotal</i></b>	<b>91,658</b>	<b>95,900</b>	<b>90,980</b>	<b>98,900</b>
<i>Supplies</i>	76,182	134,000	93,000	114,000
<i>Services and Charges</i>	7,145	31,000	10,000	23,000
<i>Miscellaneous</i>	-	2,000	1,500	2,000
<b><i>Division Total</i></b>	<b>174,985</b>	<b>262,900</b>	<b>195,480</b>	<b>237,900</b>



# Urban Forest

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$67,420 lower, or 25.6 percent less than budget.*
- *The variance is due to lower tree removal expenditures and lower than anticipated expenditures for contractual services.*

## FY17 Budget Highlights:

- *Division expenditures are \$25,000 lower — a decrease of 9.5 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to a decrease in urban forest maintenance costs and invasive removal contracts.*
- *Division FTEs remain unchanged.*
- *Approximately 42 percent of division expenditures are personnel related.*
- *About 48 percent of division expenditures, categorized in supplies, are related to tree maintenance (\$70,000) and tree planting (\$25,000 on public property and \$15,000 on private property).*
- *Services and charges account for approximately 9.7% of division expenditures.*

# City Engineer

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Miles of road resurfaced	1.76	1.4	1.43	1.50
Square yards of new sidewalk constructed	817	1,302	659	1,100
Square yards of sidewalk repaired	4,848	2,552	1,494	2,500
Permits processed*	88	108	110	110

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

## Sidewalk Projects For FY17:

1. *Sidewalk Design – Lincoln Avenue, Maple Avenue, Glenside Avenue, Larch Avenue*
2. *Sidewalk Construction (If approved) - Lincoln Avenue*
3. *Sidewalk ADA Repairs – complete remaining work in Ward 5 and Ward 1*

## Street Resurfacing: The following streets are tentatively scheduled:

<i>Aspen Avenue (Boyd Ave to Lincoln Ave)</i>	<i>Crescent Place</i>
<i>Aspen Avenue &amp; Ct (Sligo Creek Pkwy to deadend)</i>	<i>Devonshire Road</i>
<i>Auburn Avenue</i>	<i>Fenton Street</i>
<i>Boston Avenue (Takoma Ave to Chicago Ave)</i>	<i>Greenwood Avenue</i>
<i>Cedar Avenue</i>	<i>Heather Alley</i>
<i>Columbia (Sycamore Ave to Hickory Ave)</i>	<i>Winding Hill Way</i>

# City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.85	1.85	1.85
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Engineer</i>	0.50	0.50
<i>Public Works Projects Coordinator</i>	0.60	0.60
<i>Administrative Assistant II</i>	-	-
<i>Field Construction Manager</i>	0.75	0.75
<b><i>Division Total FTEs</i></b>	<b>1.85</b>	<b>1.85</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>City Engineer</i>	219,569	322,200	331,660	323,700
<b><i>Division Total</i></b>	<b>219,569</b>	<b>322,200</b>	<b>331,660</b>	<b>323,700</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	110,320	139,500	138,000	142,500
<i>Fringe Benefits</i>	39,125	50,000	62,500	59,500
<i>Overtime</i>	670	200	1,200	500
<i>Car &amp; Clothing Allowance</i>	-	-	400	400
<i>Employee Recognition</i>	150	-	60	300
<b><i>Personnel Subtotal</i></b>	<b>150,265</b>	<b>189,700</b>	<b>202,160</b>	<b>203,200</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	69,304	127,500	127,500	117,500
<i>Miscellaneous</i>	-	5,000	2,000	3,000
<b><i>Division Total</i></b>	<b>219,569</b>	<b>322,200</b>	<b>331,660</b>	<b>323,700</b>

# City Engineer

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$9,460 higher, or 2.9 percent more than budget.*
- *The variance is primarily attributable to higher than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$1,500 higher — an increase of .5 percent — compared to budgeted expenditures for FY16.*
- *Approximately 63 percent of division expenditures are personnel related.*
- *Approximately 36 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance and infrastructure repairs (\$100,000).*
- *Miscellaneous charges account for about one percent of the division expenditures and include \$3,000 for costs associated with being a member of One Call (Miss Utility).*



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# Department Summary

## Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	2.40	2.40	2.40
<i>Takoma Park Recreation Center</i>	3.71	3.71	3.71
<i>Community Programs</i>	2.21	2.21	2.21
<i>Athletic Fields and Facilities</i>	0.10	0.10	0.10
<i>Camps</i>	2.42	2.42	1.90
<i>Before and After School Programs</i>	2.31	2.31	1.81
<i>Community Center</i>	6.74	6.74	7.74
<b><i>Department Total FTEs</i></b>	<b>19.89</b>	<b>19.89</b>	<b>19.87</b>

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Takoma/Langley Recreation Agreement</i>	87,650	87,650	85,020	85,020
<i>Program/Service Charges</i>	523,821	560,000	544,615	554,200
<b><i>Subtotal</i></b>	<b>611,471</b>	<b>647,650</b>	<b>629,635</b>	<b>639,220</b>
<i>General Fund</i>	895,574	1,133,655	1,048,947	1,265,666
<b><i>Department Total</i></b>	<b>1,507,045</b>	<b>1,781,305</b>	<b>1,678,582</b>	<b>1,904,886</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	883,601	959,500	858,800	1,014,479
<i>Fringe Benefits</i>	283,200	312,500	285,200	342,000
<i>Overtime</i>	4,749	5,800	31,450	13,350
<i>Employee Recognition</i>	350	2,000	3,305	3,560
<b><i>Personnel Subtotal</i></b>	<b>1,171,900</b>	<b>1,279,800</b>	<b>1,178,755</b>	<b>1,373,389</b>
<i>Supplies</i>	16,897	28,200	27,472	28,850
<i>Services and Charges</i>	202,483	355,300	353,524	360,800
<i>Miscellaneous</i>	115,765	118,005	118,831	141,847
<b><i>Department Total</i></b>	<b>1,507,045</b>	<b>1,781,305</b>	<b>1,678,582</b>	<b>1,904,886</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	316,857	403,755	441,868	411,300
<i>Takoma Park Recreation Center</i>	208,539	246,550	202,570	235,910
<i>Community Programs</i>	182,124	200,930	140,954	223,247
<i>Athletic Fields and Facilities</i>	44,091	55,000	54,155	55,050
<i>Camps</i>	99,665	119,400	111,065	148,250
<i>Before and After School Programs</i>	120,599	139,070	97,073	109,750
<i>Community Center</i>	535,170	616,600	630,897	721,379
<b><i>Department Total</i></b>	<b>1,507,045</b>	<b>1,781,305</b>	<b>1,678,582</b>	<b>1,904,886</b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$102,723 less than budget.*
- *The variance is attributable to personnel costs.*

## FY17 Budget Highlights:

- *Departmental expenditures are \$123,581 higher — an increase of 6.9 percent — compared to budgeted expenditures for FY16.*
- *Departmental FTEs reduce by .02.*
- *Approximately 72 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$93,589 compared to budgeted expenditures for FY16.*
- *Services and charges account for about 19 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$21,000), contractual program instruction (\$103,100), and rental of school facilities (\$19,000).*
- *Miscellaneous expenditures represent approximately seven percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.*



# Administration

## Division Purpose:

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

## Management Objectives:

- *Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.*
- *Increase participation in skill-building opportunities for participants age 12-17 that will enhance employability.*
- *Provide select marketing materials in Spanish and Amharic in order to increase participation.*
- *Establish priority registration for City residents by implementing a one-week early registration window. Increase non-resident fees by 20% so that they pay more than residents.*
- *Ensure all staff (both career and part-time) receive a minimum of six hours of training to promote professional and personal growth.*

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	2.40	2.40	2.40
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Recreation Director</i>	0.70	0.70
<i>Assistant Recreation Director</i>	0.50	0.50
<i>Administrative Assistant I</i>	0.20	0.20
<i>Administrative Assistant II</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>2.40</b>	<b>2.40</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	316,857	403,755	441,868	411,300
<b><i>Division Total</i></b>	<b>316,857</b>	<b>403,755</b>	<b>441,868</b>	<b>411,300</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	168,866	176,500	171,500	184,500
<i>Fringe Benefits</i>	69,317	65,500	108,500	68,500
<i>Overtime</i>	85	800	1,000	1,000
<i>Employee Recognition</i>	60	300	300	1,450
<b><i>Personnel Subtotal</i></b>	<b>238,328</b>	<b>243,100</b>	<b>281,300</b>	<b>255,450</b>
<i>Supplies</i>	4,049	6,500	6,481	6,200
<i>Services and Charges</i>	64,631	143,850	143,842	139,350
<i>Miscellaneous</i>	9,849	10,305	10,245	10,300
<b><i>Division Total</i></b>	<b>316,857</b>	<b>403,755</b>	<b>441,868</b>	<b>411,300</b>

# Administration

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$38,113 more than budget.*
- *The variance is primarily attributable to personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$7,545 higher — an increase of 1.9 percent — compared to budgeted expenditures for FY16.*
- *Division FTEs remain unchanged.*
- *Approximately 62 percent of division expenditures are personnel related.*
- *Services and charges represent about 34 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing and design of the Summer Camp brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$36,000).*
- *Charges categorized as miscellaneous account for about three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.*

# Takoma Park Recreation Center

## Division Purpose:

*Operate the Takoma Park Recreation Center located on New Hampshire Avenue. The building is owned by the Maryland-National Park and Planning Commission and operated by the Montgomery County Recreation Department. The County subcontracts the operation of the facility to the City of Takoma Park, for which the City receives an operating payment. The County operating payment covers only about 56% of the expenses not covered by user fees; Takoma Park taxpayers subsidize the County operations at a cost of about \$87,000 annually.*

## Management Objectives:

- *Improve fitness room amenities and aesthetics to increase memberships sold.*
- *Work with M-NCPPC to establish the next steps for Takoma Park Recreation Center development.*
- *Increase participation in the After The Bell afterschool program for grades K-5.*
- *Increase participation in the "After Hours" program for ages 16-24 at the Takoma Park Recreation Center.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Memberships (Gym)	83	63	50	70
Memberships (Fitness Only)	38	33	50	60
Memberships (55+)	18	119	125	130
After the Bell participation	6	6	8	9
People served	16,851	13,081	14,031	16,900

# Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.50	0.95	1.50
<i>FTEs without benefits</i>	2.21	2.76	2.21
<b><i>Division Total</i></b>	<b>3.71</b>	<b>3.71</b>	<b>3.71</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Recreation Director</i>	0.10	0.10
<i>Assistant Recreation Director</i>	0.25	0.25
<i>Recreation Supervisor I</i>	0.95	-
<i>Recreation Supervisor II</i>	0.20	1.15
<i>Part-time Staff</i>	2.21	2.21
<b><i>Division Total FTEs</i></b>	<b>3.71</b>	<b>3.71</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Takoma Park Recreation Center</i>	208,539	246,550	202,570	235,910
<b><i>Division Total</i></b>	<b>208,539</b>	<b>246,550</b>	<b>202,570</b>	<b>235,910</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	147,676	170,500	132,500	158,500
<i>Fringe Benefits</i>	38,474	42,500	34,500	42,500
<i>Overtime</i>	746	500	3,000	2,000
<i>Employee Recognition</i>	60	-	250	260
<b><i>Personnel Subtotal</i></b>	<b>186,956</b>	<b>213,500</b>	<b>170,250</b>	<b>203,260</b>
<i>Supplies</i>	1,647	2,400	2,392	3,000
<i>Services and Charges</i>	16,324	26,500	25,778	21,500
<i>Miscellaneous</i>	3,612	4,150	4,150	8,150
<b><i>Division Total</i></b>	<b>208,539</b>	<b>246,550</b>	<b>202,570</b>	<b>235,910</b>

# Takoma Park Recreation Center

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$43,980 less than budget.*
- *The variance is primarily attributable to personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$10,640 lower — a decrease of 4.3 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to part-time and career staff wage decrease.*
- *Division FTEs remained unchanged.*
- *Approximately 86 percent of division expenditures are personnel related.*
- *Services and charges represent approximately nine percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and telephone costs for the facility (\$6,300).*
- *Charges categorized as miscellaneous account for about three 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:

- *Create a 7-8 grade girls basketball league.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Adult Basketball League Teams	N/A	8	8	8
Adult Softball League Teams	8	6	6	8
Flag Football League Participants	105	114	120	120
Futsal League Participants	75	60	60	60
T-Ball League Participants	120	117	120	120
Tennis Lesson Participants	54	160	175	175
Winter Basketball League Participants	644	662	660	720
Y.E.S. League Participants	95	73	80	80
Celebrate Takoma Festival Participants	850	900	1000	1000
Egg Hunt Participants	325	425	435	435
Monster Bash Participants	750	800	900	900

# Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	<i>1.70</i>	<i>1.70</i>	<i>1.70</i>
<i>FTEs without benefits</i>	<i>0.51</i>	<i>0.51</i>	<i>0.51</i>
<b><i>Division Total</i></b>	<b><i>2.21</i></b>	<b><i>2.21</i></b>	<b><i>2.21</i></b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Asst. Recreation Director</i>	<i>0.10</i>	<i>0.10</i>
<i>Recreation Supervisor I</i>	<i>0.10</i>	<i>0.10</i>
<i>Recreation Supervisor II</i>	<i>0.50</i>	<i>0.50</i>
<i>Recreation Coordinator I</i>	<i>1.00</i>	<i>1.00</i>
<i>Seasonal Staff</i>	<i>0.51</i>	<i>0.51</i>
<b><i>Division Total FTEs</i></b>	<b><i>2.21</i></b>	<b><i>2.21</i></b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Community Programs</i>	<i>182,124</i>	<i>200,930</i>	<i>140,954</i>	<i>223,247</i>
<b><i>Division Total</i></b>	<b><i>182,124</i></b>	<b><i>200,930</i></b>	<b><i>140,954</i></b>	<b><i>223,247</i></b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	<i>103,403</i>	<i>109,000</i>	<i>67,000</i>	<i>116,000</i>
<i>Fringe Benefits</i>	<i>32,816</i>	<i>37,500</i>	<i>16,000</i>	<i>39,000</i>
<i>Overtime</i>	<i>1,017</i>	<i>2,100</i>	<i>5,500</i>	<i>2,500</i>
<i>Employee Recognition</i>	<i>10</i>	<i>130</i>	<i>250</i>	<i>350</i>
<b><i>Personnel Subtotal</i></b>	<b><i>137,246</i></b>	<b><i>148,730</i></b>	<b><i>88,750</i></b>	<b><i>157,850</i></b>
<i>Supplies</i>	<i>266</i>	<i>-</i>	<i>865</i>	<i>350</i>
<i>Services and Charges</i>	<i>7,509</i>	<i>7,850</i>	<i>7,000</i>	<i>10,350</i>
<i>Miscellaneous</i>	<i>37,103</i>	<i>44,350</i>	<i>44,339</i>	<i>54,697</i>
<b><i>Division Total</i></b>	<b><i>182,124</i></b>	<b><i>200,930</i></b>	<b><i>140,954</i></b>	<b><i>223,247</i></b>



# Community Programs

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$59,976 less than the budget.*
- *The variance is primarily attributable to personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$22,317 higher — an increase of 11 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to Winter Basketball League expansion and personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 71 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 25 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees for Fun Days. Expenditures for department-sponsored special events such as the Monster Bash Parade and the Egg Hunt, and sports programs are also accounted for in this category.*

# Athletic Fields & Facilities

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Number of Resident Rentals at TPCC	200	157	120	120
Number of Non-Resident Rentals at TPCC	30	40	22	20
Percentage of days used at TPCC	75%	74%	84%	85%
Number of Resident Rentals at TPRC	9	4	15	20
Number of Non-Resident Rentals at TPRC	4	9	10	10
Percentage of days used at TPRC	68%	80%	85%	85%
Number of Resident Rentals at Heffner	98	65	52	60
Number of Non-Resident Rentals at Heffner	11	12	14	15
Percentage of days used at Heffner	73%	75%	84%	85%

# Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.10	0.10	0.10
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Recreation Supervisor II</i>	0.10	0.10
<b><i>Division Total FTEs</i></b>	<b>0.10</b>	<b>0.10</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Athletic Fields and Facilities</i>	44,091	55,000	54,155	55,050
<b><i>Division Total</i></b>	<b>44,091</b>	<b>55,000</b>	<b>54,155</b>	<b>55,050</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	6,898	7,500	6,800	7,200
<i>Fringe Benefits</i>	2,307	3,500	2,200	3,500
<i>Overtime</i>	183	-	1,150	350
<i>Employee Recognition</i>	5	-	5	-
<b><i>Personnel Subtotal</i></b>	<b>9,393</b>	<b>11,000</b>	<b>10,155</b>	<b>11,050</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	34,698	44,000	44,000	44,000
<i>Miscellaneous</i>	-	-	-	-
<b><i>Division Total</i></b>	<b>44,091</b>	<b>55,000</b>	<b>54,155</b>	<b>55,050</b>

# Athletic Fields & Facilities

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$845 less than budget.*
- *The variance is attributable to personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$50 higher — an increase of .09 percent — compared to budgeted expenditures for FY16.*
- *Division FTEs remain unchanged.*
- *Services and charges represent 80 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$20,000).*
- *Services and charges also include the monies paid to the Interagency Coordinating Board (ICB) for the rental of school facilities for City-provided recreational programs (\$19,000).*

# Camps

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Number of participants in Counselor-in-Training Program	4	13	13	15
Percentage of favorable ratings for Spring Break Camp	86	88	85	85
Percentage of evaluations returned for Spring Break Camp	70	75	75	77
Percentage of favorable ratings for Summer Camp	85	85	85	85
Percentage of evaluations returned for Summer Camp	60	65	70	75
Implement summer specialty camps	13	8	8	8
Number of skill building teen camp opportunities	1	1	1	2

# Camps

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.75	0.75	0.75
<i>FTEs without benefits</i>	1.67	1.67	1.15
<b><i>Division Total</i></b>	<b>2.42</b>	<b>2.42</b>	<b>1.90</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Assistant Recreation Director</i>	0.05	0.05
<i>Recreation Supervisor II</i>	0.20	0.20
<i>Recreation Supervisor I</i>	0.50	0.50
<i>Seasonal Staff</i>	1.67	1.15
<b><i>Division Total FTEs</i></b>	<b>2.42</b>	<b>1.90</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Camps</i>	99,665	119,400	111,065	148,250
<b><i>Division Total</i></b>	<b>99,665</b>	<b>119,400</b>	<b>111,065</b>	<b>148,250</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	64,730	72,000	70,000	76,500
<i>Fringe Benefits</i>	16,982	23,500	14,500	25,500
<i>Overtime</i>	348	800	3,500	1,000
<i>Employee Recognition</i>	-	100	150	250
<b><i>Personnel Subtotal</i></b>	<b>82,060</b>	<b>96,400</b>	<b>88,150</b>	<b>103,250</b>
<i>Supplies</i>	1,745	1,800	1,786	1,800
<i>Services and Charges</i>	12,170	15,600	15,529	37,600
<i>Miscellaneous</i>	3,690	5,600	5,600	5,600
<b><i>Division Total</i></b>	<b>99,665</b>	<b>119,400</b>	<b>111,065</b>	<b>148,250</b>

# Camps

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$8,335 less than budget.*
- *The variance is attributable to fringe benefits.*

## FY17 Budget Highlights:

- *Division expenditures are \$28,850 higher – an increase of 24 percent – compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to an adjustment in contractor led camps.\**
- *Approximately 70 percent of division expenditures are personnel related.*
- *Division FTEs decrease by .52.*
- *Services and charges represent about 25 percent of division expenditures. This category includes contractual costs for camp instructors, special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately four percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.*

\*In FY16, Council approved Recreation to accept all registrations for contractor led classes and camps. This resulted in FY16 expenditures for classes to increase from \$60,000 to \$104,000. The associated revenue increased from \$82,000 to \$104,000. Since Camps begin in a different fiscal year, this adjustment is now being realized in FY17. FY16 camp expenditures were \$10,000 with associated revenues of \$78,000. FY17 expenditures are now \$32,000 and associated revenues are expected to be \$95,000.

# 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:

- *Increase customer satisfaction with the before and after-school care programs and receive 80 percent or better rate of return for surveys.*
- *Explore a variety of healthy food options and partnerships to enhance the current healthy choices program for aftercare participants.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Percentage of evaluations returned	72	75	75	77
Ratio of Contractor/Staff-led clubs and activities	2/6	2/8	2/8	2/8
Percentage of favorable ratings for Before/ After Care	85	90	87	90
Contractor-led clubs/ activities	2	2	2	3



# Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.6	0.60	0.60
<i>FTEs without benefits</i>	1.71	1.71	1.21
<b><i>Division Total</i></b>	<b>2.31</b>	<b>2.31</b>	<b>1.81</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Assistant Recreation Director</i>	0.05	0.05
<i>Recreation Supervisor II</i>	0.15	0.15
<i>Recreation Supervisor I</i>	0.40	0.40
<i>Recreation Specialist</i>	0.50	-
<i>Seasonal Staff</i>	1.21	1.21
<b><i>Division Total FTEs</i></b>	<b>2.31</b>	<b>1.81</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Before and After School Programs</i>	120,599	139,070	97,073	109,750
<b><i>Division Total</i></b>	<b>120,599</b>	<b>139,070</b>	<b>97,073</b>	<b>109,750</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	88,762	96,000	67,000	74,000
<i>Fringe Benefits</i>	22,957	31,500	17,500	23,000
<i>Overtime</i>	270	500	2,800	1,500
<i>Employee Recognition</i>	-	70	350	250
<b><i>Personnel Subtotal</i></b>	<b>111,989</b>	<b>128,070</b>	<b>87,650</b>	<b>98,750</b>
<i>Supplies</i>	5,374	5,500	3,948	5,500
<i>Services and Charges</i>	2,816	4,900	4,875	4,900
<i>Miscellaneous</i>	420	600	600	600
<b><i>Division Total</i></b>	<b>120,599</b>	<b>139,070</b>	<b>97,073</b>	<b>109,750</b>

# Before & After School Programs

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$41,997 less than budget.*
- *The variance is attributable to personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$29,320 lower — a decrease of 21 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to a moving a part-time career staff to Community Center Programs to focus on teens.*
- *Division FTEs decrease by .50.*
- *Approximately 90 percent of division expenditures are personnel related.*



# Takoma Park Community Center

## Division Purpose:

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

## Management Objectives:

- *Partner with local agencies and stakeholders to enhance youth/teen program offerings.*
- *Provide health and fitness programming for young people ages 13-17.*
- *Enhance multi-media classes for teens and adults.*
- *Increase participation in active adult programs at the Takoma Park Recreation Center.*
- *Expand the 55+ program by implementing a one-week summer camp, and evening and weekend classes.*
- *Partner with local businesses and non-profit organizations for a City led Youth Summer Jobs program for ages 16-21.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Number of developmental teen programs/ trips	11	20	22	23
Number of teens participating in developmental programs/ trips	42	161	180	190
Number of active adult programs	6	12	7	8
Number of participants in active adult programs	190	420	362	380
Number of Senior Program partners	3	3	4	4

# Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.95	3.95	4.45
<i>FTEs without benefits</i>	2.79	2.79	3.29
<b><i>Division Total</i></b>	<b>6.74</b>	<b>6.74</b>	<b>7.74</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Recreation Director</i>	0.20	0.20
<i>Assistant Recreation Director</i>	0.05	0.05
<i>Recreation Supervisor II</i>	1.90	1.90
<i>Recreation Coordinator II</i>	1.00	1.00
<i>Administrative Assistant I</i>	0.80	0.80
<i>Recreation Specialist</i>	-	0.50
<i>Youth Services</i>	-	0.50
<i>Part-time Staff</i>	2.79	2.79
<b><i>Division Total FTEs</i></b>	<b>6.74</b>	<b>7.74</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Community Center</i>	535,170	616,600	630,897	721,379
<b><i>Division Total</i></b>	<b>535,170</b>	<b>616,600</b>	<b>630,897</b>	<b>721,379</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	303,265	328,000	344,000	397,779
<i>Fringe Benefits</i>	100,348	108,500	92,000	140,000
<i>Overtime</i>	2,100	1,100	14,500	5,000
<i>Employee Recognition</i>	215	1,400	2,000	1,000
<b><i>Personnel Subtotal</i></b>	<b>405,928</b>	<b>439,000</b>	<b>452,500</b>	<b>543,779</b>
<i>Supplies</i>	3,817	12,000	12,000	12,000
<i>Services and Charges</i>	64,333	112,600	112,500	103,100
<i>Miscellaneous</i>	61,092	53,000	53,897	62,500
<b><i>Division Total</i></b>	<b>535,170</b>	<b>616,600</b>	<b>630,897</b>	<b>721,379</b>

Recreation

# Takoma Park Community Center

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$14,297 higher than budget.*
- *The variance is attributable to personnel services.*

## FY17 Budget Highlights:

- *Division expenditures are \$104,779 higher – an increase of 17 percent – compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to an increase in personnel services and the addition of a summer camp for seniors.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Division FTEs increase by 1.0.*
- *Services and charges represent about 14 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$103,100).*
- *Charges categorized as miscellaneous account for about nine percent of division expenditures. This classification includes costs for senior programming (\$25,500) and teen programming (\$35,000).*



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# Department Summary

## Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, and the arts and humanities. Administrative and technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department advance the Council's interests in economic development, environmental sustainability, and an enhanced quality of life for the Takoma Park community. These functions are accounted for in three divisions: **Administration**, **Planning and Development Services**, and **Housing and Community Services**.

Prior to FY17, the functions of the Housing and Community Services Division were accounted for in four separate service centers that have been consolidated into a single division: Code Enforcement, Landlord Tenant, Rent Stabilization, and Affordable Housing. Some of the functions previously accounted for in the Code Enforcement Division have been transferred to the Police Department's Neighborhood Services section.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	1.25	1.50	2.13
<i>Code Enforcement</i>	3.02	2.90	-
<i>Landlord-Tenant</i>	1.05	0.87	-
<i>Rent Stabilization</i>	0.95	1.13	-
<i>Planning and Development Services</i>	2.58	2.33	2.38
<i>Housing and Community Services</i>	0.90	0.90	4.00
<b><i>Department Total FTEs</i></b>	<b>9.75</b>	<b>9.63</b>	<b>8.51</b>

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Inspection Fees</i>	322,448	320,740	320,500	311,000
<i>Municipal Infraction Fees</i>	7,050	5,500	1,000	-
<b><i>Subtotal</i></b>	<b>329,498</b>	<b>326,240</b>	<b>321,500</b>	<b>311,000</b>
<i>General Fund</i>	1,237,311	1,403,255	1,326,447	1,442,884
<b><i>Department Total</i></b>	<b>1,566,809</b>	<b>1,729,495</b>	<b>1,647,947</b>	<b>1,753,884</b>



# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	712,451	706,400	680,500	698,700
<i>Fringe Benefits</i>	250,502	242,125	239,000	237,000
<i>Overtime</i>	5,603	5,900	13,450	6,300
<i>Employee Recognition</i>	400	-	397	3,295
<b><i>Personnel Subtotal</i></b>	<b>968,956</b>	<b>954,425</b>	<b>933,347</b>	<b>945,295</b>
<i>Supplies</i>	32,458	60,610	51,400	45,150
<i>Services and Charges</i>	545,070	657,800	618,150	677,829
<i>Miscellaneous</i>	20,325	56,660	45,050	85,610
<b><i>Department Total</i></b>	<b>1,566,809</b>	<b>1,729,495</b>	<b>1,647,947</b>	<b>1,753,884</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	141,007	221,600	204,085	341,030
<i>Code Enforcement</i>	456,055	511,335	505,512	-
<i>Landlord-Tenant</i>	119,278	95,850	92,350	-
<i>Rent Stabilization</i>	93,810	139,500	120,800	-
<i>Planning and Development Services</i>	507,773	488,510	481,000	535,165
<i>Housing and Community Services</i>	248,886	272,700	244,200	877,689
<b><i>Department Total</i></b>	<b>1,566,809</b>	<b>1,729,495</b>	<b>1,647,947</b>	<b>1,753,884</b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$81,548 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and contract for services costs.*

## FY17 Budget Highlights:

- *Departmental expenditures are \$24,389 higher — an increase of 1.4 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to increases in funding requests related to proposed economic development and affordable housing studies in support of the Council's adopted priorities.*
- *Departmental FTEs decrease by 1.12 due to the transfer of certain code enforcement responsibilities to the Police Department's new Neighborhood Services section.*
- *Approximately 54 percent of departmental expenditures are personnel related.*
- *Services and charges account for 39 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$65,000), an economic development study (\$50,000), an affordable housing study (\$40,000), rental housing inspection services provided by Montgomery County (\$231,164), tenant organizing (\$33,000), and funding to assist property owners in correcting deferred maintenance items (\$120,000).*
- *Miscellaneous expenditures represent five percent of departmental expenditures.*



# Administration

## Division Purpose:

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

## Management Objectives:

- *Facilitate the consolidation of the Landlord Tenant, Rent Stabilization and Affordable Housing activities into a new Housing and Community Services Division within the Department and the transfer of code enforcement responsibilities to a new Neighborhood Services Division within the Police Department.*
- *Facilitate the conversion of the Department to a more paperless environment, reducing the amount of file space used by staff by 50% and digitizing 75% of the Department's rental housing and rent stabilization files.*
- *Finalize the FY16 update of the Takoma Park Cultural Plan and begin implementation of adopted recommendations.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Divisional Budgets Monitored	6	6	6	3
Special Revenue Fund Projects Administered	5	5	11	14
Service Contracts Monitored	12	13	13	15
Cultural Programs Offered	58	56	65	60
Boards and Commissions Staffed	3	4	4	4

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.25	1.50	2.13
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.25</b>	<b>1.50</b>	<b>2.13</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.40	1.00
<i>Housing Manager</i>	0.10	-
<i>Arts Coordinator</i>	0.50	0.50
<i>Program Assistant</i>	0.50	0.50
<i>Records Specialist</i>	-	0.13
<b><i>Division Total FTEs</i></b>	<b>1.50</b>	<b>2.13</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Administration</i>	141,007	221,600	204,085	341,030
<b><i>Division Total</i></b>	<b>141,007</b>	<b>221,600</b>	<b>204,085</b>	<b>341,030</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	69,241	96,900	93,000	194,700
<i>Fringe Benefits</i>	30,133	32,625	29,500	67,500
<i>Overtime</i>	461	500	150	500
<i>Employee Recognition</i>	50	-	60	1,500
<b><i>Personnel Subtotal</i></b>	<b>99,885</b>	<b>130,025</b>	<b>122,710</b>	<b>264,200</b>
<i>Supplies</i>	14,644	18,500	15,600	25,150
<i>Services and Charges</i>	25,910	71,825	64,525	49,510
<i>Miscellaneous</i>	568	1,250	1,250	2,170
<b><i>Division Total</i></b>	<b>141,007</b>	<b>221,600</b>	<b>204,085</b>	<b>341,030</b>

# Administration

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$17,515 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and service costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$119,430 higher — an increase of 53.9 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to the transfer of staff from the City Manager's office, increased personnel costs, and the consolidation of the Department's printing and publication expenses.*
- *Division FTEs increase by 0.63.*
- *Approximately 77 percent of division expenditures are personnel related.*
- *Services and charges represent 15 percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, and postage costs.*



# Code Enforcement

## Division Purpose:

*The Division's Property Maintenance Code enforcement responsibilities have been transferred to the new Neighborhood Services Division, located within the Police Department. The Division's rental housing licensing and owner occupied group house registration responsibilities have been consolidated into a single Housing and Community Services Division (formerly the Affordable Housing Division).*

## Management Objectives:

- *Incorporated into the Management Objectives established for the Department's new Housing and Community Services Division and the Police Department's new Neighborhood Services Division.*

## Performance/Workload Measures:

- *Incorporated into the Performance/Workload Measures established for the Department's new Housing and Community Services Division and the Police Department's new Neighborhood Services Division.*

# Code Enforcement

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.02	2.90	-
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>3.02</b>	<b>2.90</b>	<b>-</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.15	-
<i>Code Enforcement Supervisor</i>	0.75	-
<i>Licensing Specialist</i>	1.00	-
<i>Code Enforcement Officer</i>	1.00	-
<b><i>Division Total FTEs</i></b>	<b>2.9</b>	<b>-</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Code Enforcement</i>	456,055	511,335	505,512	-
<b><i>Division Total</i></b>	<b>456,055</b>	<b>511,335</b>	<b>505,512</b>	<b>-</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	161,880	171,500	170,000	-
<i>Fringe Benefits</i>	59,586	65,500	60,500	-
<i>Overtime</i>	921	1,200	3,600	-
<i>Employee Recognition</i>	-	-	87	-
<b><i>Personnel Subtotal</i></b>	<b>222,387</b>	<b>238,200</b>	<b>234,187</b>	<b>-</b>
<i>Supplies</i>	0	800	800	-
<i>Services and Charges</i>	229,439	261,875	261,875	-
<i>Miscellaneous</i>	4,229	10,460	8,650	-
<b><i>Division Total</i></b>	<b>456,055</b>	<b>511,335</b>	<b>505,512</b>	<b>-</b>

# Code Enforcement

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$5,823 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Incorporated into the FY17 budgets developed for the Department's new Housing and Community Services Division and the Police Department's new Neighborhood Services Division.*



# Landlord-Tenant

## Division Purpose:

*Division activities have been consolidated beginning FY17 into a single Housing and Community Services Division (formerly Affordable Housing).*

## Management Objectives:

- *Incorporated into the Management Objectives established for the Department's new Housing and Community Services Division.*

## Performance/Workload Measures:

- *Incorporated into the Performance/Workload Measures established for the Department's new Housing and Community Services Division.*

# Landlord-Tenant

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.05	0.87	-
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>1.05</b>	<b>0.87</b>	<b>-</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.05	-
<i>Affordable Housing Manager</i>	0.25	-
<i>Landlord Tenant Mediation Specialist</i>	0.32	-
<i>Housing Specialist</i>	0.25	-
<b><i>Division Total FTEs</i></b>	<b>0.87</b>	<b>-</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Landlord-Tenant</i>	119,278	95,850	92,350	-
<b><i>Division Total</i></b>	<b>119,278</b>	<b>95,850</b>	<b>92,350</b>	<b>-</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	85,853	67,500	61,500	-
<i>Fringe Benefits</i>	32,301	24,500	26,500	-
<i>Overtime</i>	614	1,200	1,200	-
<i>Employee Recognition</i>	63	-	50	-
<b><i>Personnel Subtotal</i></b>	<b>118,831</b>	<b>93,200</b>	<b>89,250</b>	<b>-</b>
<i>Services and Charges</i>	-	1,250	2,000	-
<i>Miscellaneous</i>	447	1,400	1,100	-
<b><i>Division Total</i></b>	<b>119,278</b>	<b>95,850</b>	<b>92,350</b>	<b>-</b>

# Landlord-Tenant

## **Adopted to Estimated Actual FY16:**

- *Division expenditures are expected to be \$3,500 less than budgeted for FY16.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

## **FY17 Budget Highlights:**

- *Accounted for in the FY17 budget developed for the Department's new Housing and Community Services Division.*

# Rent Stabilization

## Division Purpose:

*Division activities have been consolidated beginning FY17 into a single Housing and Community Services Division (formerly Affordable Housing).*

## Management Objectives:

- *Incorporated into the Management Objectives established for the Department's new Housing and Community Services Division.*

## Performance/Workload Measures:

- *Incorporated into the Performance/Workload Measures established for the Department's new Housing and Community Services Division.*

# Rent Stabilization

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.95	1.13	-
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>0.95</b>	<b>1.13</b>	<b>-</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.05	-
<i>Affordable Housing Manager</i>	0.15	-
<i>Landlord Tenant Mediation Specialist</i>	0.18	-
<i>Housing Specialist</i>	0.75	-
<b><i>Division Total FTEs</i></b>	<b>1.13</b>	<b>-</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Rent Stabilization</i>	93,811	121,583	120,800	-
<b><i>Division Total</i></b>	<b>93,811</b>	<b>121,583</b>	<b>120,800</b>	<b>-</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	59,952	81,500	77,500	-
<i>Fringe Benefits</i>	26,341	34,500	30,000	-
<i>Overtime</i>	484	500	2,000	-
<i>Employee Recognition</i>	188	-	50	-
<b><i>Personnel Subtotal</i></b>	<b>86,965</b>	<b>116,500</b>	<b>109,550</b>	<b>-</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	6,636	21,900	10,000	-
<i>Miscellaneous</i>	210	1,100	1,250	-
<b><i>Division Total</i></b>	<b>93,811</b>	<b>139,500</b>	<b>120,800</b>	<b>-</b>

# Rent Stabilization

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$18,700 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel and contract for service costs related to the processing of fair return rent increase petitions.*

## FY17 Budget Highlights:

- *Accounted for in the FY17 budget developed for the Department's new Housing and Community Services Division.*

# Planning and Development Services

## Division Purpose:

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

## Management Objectives:

- *Finalize execution of the Takoma Junction Development Agreement and advance the redevelopment of the City owned parcel by the Neighborhood Development Company, LLC.*
- *Facilitate undertaking of a community-wide Economic Development Plan and present for Council consideration and adoption in FY18.*
- *Complete Public Land and Open Space Management Plan and present for Council consideration and adoption in FY17.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Development and Zoning Reviews	6	4	7	6
Public Realm Projects	3	5	5	5
Economic Development Projects	2	3	3	4
Capital Projects	4	6	6	6
Safe Routes to School - Events	8	44	38	41
Safe Routes to School - Participants		3,180	3,110	3,160
TKPK5K Challenge - Participants	NA	1,357	1,400	1,500
Anti-Litter - Clean Up Day Events	2	10	12	15
Anti-Litter – Participants		300	350	450
Vendor Permits Issued	15	12	5	5

# Planning and Development Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.45	2.33	2.00
<i>FTEs without benefits</i>	1.13	-	0.38
<b><i>Division Total</i></b>	<b>2.58</b>	<b>2.33</b>	<b>2.38</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.20	-
<i>Community Development Manager</i>	1.00	1.00
<i>Senior Planner</i>	1.00	1.00
<i>Special Projects Coordinator</i>	0.13	0.38
<b><i>Division Total FTEs</i></b>	<b>2.33</b>	<b>2.38</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Planning and Development Services</i>	507,773	488,510	481,000	535,165
<b><i>Division Total</i></b>	<b>507,773</b>	<b>488,510</b>	<b>481,000</b>	<b>535,165</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	272,578	205,500	217,000	223,000
<i>Fringe Benefits</i>	80,889	56,500	70,000	55,000
<i>Overtime</i>	3,068	2,500	5,500	4,800
<i>Employee Recognition</i>	100	-	100	1,675
<b><i>Personnel Subtotal</i></b>	<b>356,635</b>	<b>264,500</b>	<b>292,600</b>	<b>284,475</b>
<i>Supplies</i>	17,814	41,310	35,000	20,000
<i>Services and Charges</i>	119,150	143,950	122,750	163,540
<i>Miscellaneous</i>	14,174	38,750	30,650	67,150
<b><i>Division Total</i></b>	<b>507,773</b>	<b>488,510</b>	<b>481,000</b>	<b>535,165</b>



# Planning and Development Services

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$7,510 less than budget.*
- *The variance is primarily attributable to lower than anticipated contract for services costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$46,655 — an increase of 9.6 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to an increase in contractual services in support of various economic development initiatives.*
- *Division FTEs increase by 0.05.*
- *Approximately 53 percent of division expenditures are personnel related.*
- *Services and charges represent 31 percent of division expenditures. Included in this category are costs associated with a proposed economic development study (\$50,000) and economic development services in Main Street Takoma and Takoma Langley Crossroads business districts (\$65,000).*



# Housing and Community Services

## Division Purpose:

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

## Management Objectives:

- *Complete Affordable Housing Study and present for Council consideration and adoption in FY18.*
- *Implement Vacant Property Registry.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Projected FY16	Estimated FY17
Tenant Capacity Building Initiative Projects	10	7	6	8
Tenant Opportunity to Purchase Proposals	15	13	15	15
Exterior Housing Repair Projects	35	21	15	10
Rental Licenses – Issued	437	402	460	425
Rental Licenses - Discontinued	32	46	49	50
Illegal Rental Facilities Identified	42	40	45	45
Rental Units Inspected by Montgomery County	2,987	2,770	2,900	2,800
Rent Stabilized Rental Facilities	280	295	310	310
Exempted Rental Facilities	20	20	21	21
Rent Stabilization Exemptions Processed	12	19	18	16
Owner Occupied Group Houses Registered	2	11	7	7
Vacant Properties Monitored	0	81	85	85
Fair Return Petitions Filed	2	1	0	3
Illegal Rent Payments Reimbursed	\$8,538	\$1,500	\$1,500	\$1,000
COLTA – cases filed	5	13	3	5
COLTA – hearings conducted	1	4	1	1
Seminars and Workshops Conducted	14	10	9	10
Landlord Certificates Issued	147	234	220	220
Credit Checks Conducted	43	31	20	21
CDBG / Community Grants Administered	11	13	18	18
Emergency Assistance Grants Awarded	121	110	115	120

# Housing and Community Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.90	0.90	4.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Division Total</i></b>	<b>0.60</b>	<b>0.90</b>	<b>4.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Director of Housing and Community Development</i>	0.15	-
<i>Community Development Manager</i>	0.50	1.00
<i>Code Enforcement Supervisor</i>	0.25	-
<i>Special Projects Coordinator</i>	-	0.50
<i>Landlord Tenant Mediation Specialist</i>	-	0.50
<i>Housing Specialist</i>	-	1.00
<i>Licensing Specialist</i>	-	1.00
<b><i>Division Total FTEs</i></b>	<b>0.90</b>	<b>4.00</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Housing and Community Services</i>	248,886	272,700	244,200	877,689
<b><i>Division Total</i></b>	<b>248,886</b>	<b>272,700</b>	<b>244,200</b>	<b>877,689</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	62,947	83,500	61,500	281,000
<i>Fringe Benefits</i>	21,252	28,500	22,500	114,500
<i>Overtime</i>	55	-	1,000	1,000
<i>Employee Recognition</i>	-	-	50	120
<b><i>Personnel Subtotal</i></b>	<b>84,254</b>	<b>112,000</b>	<b>85,050</b>	<b>396,620</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	163,935	157,000	157,000	464,779
<i>Miscellaneous</i>	697	3,700	2,150	16,290
<b><i>Division Total</i></b>	<b>248,886</b>	<b>272,700</b>	<b>244,200</b>	<b>877,689</b>

# Housing and Community Services

## Adopted to Estimated Actual FY16:

- *Division expenditures for Affordable Housing activities are expected to be \$28,500 less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Division expenditures are \$604,989 higher — an increase of 221.9 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to the consolidation of four divisions – Landlord Tenant, Rent Stabilization, Affordable Housing and elements of the Code Enforcement Division – into a single Housing and Community Services Division.*
- *Division FTEs increase by 3.10.*
- *Approximately 45 percent of division expenditures are personnel related.*
- *Services and charges represent 53 percent of division expenditures. This category includes the cost of a proposed affordable housing study (\$40,000), licensing and rent report software licenses (\$14,040), and contracts for services related to the City's rental housing licensing requirements (\$231,164) and the Capacity Building Initiative (\$33,000). This category also includes continued funding (\$120,000) to assist property owners in correcting identified exterior property maintenance code violations.*





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

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

## Management Objectives:

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

# Department Summary

## Performance/Workload Measures:

Measurement	Actual FY15	Estimated FY16	Proposed FY17
City TV Hours:			
Original programming	157 hrs	90 hrs	100 hrs
Council meetings	129 hrs	110 hrs	110 hrs
Auditorium events (not broadcast on TV)	67	68	68
Average number of website pages viewed per month (approx..)	40,000	43,000	45,000
Average number of website pages viewed per visit	2.53	2.47	2.75
Social media account followers (FB, Twitter)	2,600	3,000	3,200
Mobile users of website	24.7%	26.51%	28%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	4.35	4.00	4.00
<i>FTEs without benefits</i>	-	1.62	1.75
<b><i>Division Total</i></b>	<b>4.35</b>	<b>5.62</b>	<b>5.75</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>TV Production Manager</i>	1.00	1.00
<i>Media Specialist</i>	1.00	1.00
<i>Part-time Communications Support</i>	1.62	1.75
<i>AV Specialist</i>	2.00	2.00
<b><i>Division Total FTEs</i></b>	<b>5.62</b>	<b>5.75</b>

# Department Summary

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Cable Franchise Fees</i>	250,223	245,000	245,000	242,718
<i>Cable Operating Grant</i>	424,939	77,000	77,000	457,734
<b><i>Subtotal</i></b>	<b>675,162</b>	<b>322,000</b>	<b>322,000</b>	<b>700,452</b>
<i>General Fund</i>	-207,042	241,500	226,920	-100,992
<b><i>Department Total</i></b>	<b>468,120</b>	<b>563,500</b>	<b>548,920</b>	<b>599,460</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Communications</i>	468,120	563,500	548,920	599,460
<b><i>Division Total</i></b>	<b>468,120</b>	<b>563,500</b>	<b>548,920</b>	<b>599,460</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	210,395	281,565	256,500	292,000
<i>Fringe Benefits</i>	70,635	84,035	77,000	87,500
<i>Overtime</i>	4,674	3,500	18,000	12,000
<i>Employee Recognition</i>	50	500	1,100	510
<b><i>Personnel Subtotal</i></b>	<b>285,754</b>	<b>369,600</b>	<b>352,600</b>	<b>392,010</b>
<i>Supplies</i>	1,405	34,000	34,000	46,000
<i>Services and Charges</i>	174,125	145,700	156,800	140,450
<i>Miscellaneous</i>	6,836	14,200	5,520	21,000
<b><i>Division Total</i></b>	<b>468,120</b>	<b>563,500</b>	<b>548,920</b>	<b>599,460</b>



# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$14,580 lower than budget.*
- *The variance is due primarily to lower than anticipated costs for personnel.*

## FY17 Budget Highlights:

- *Cable related operating revenues are anticipated to increase by \$378,452 in FY17 based on the proposed Memorandum of Understanding (MOU) with Montgomery County. The increase - in the Cable Operating Grant - will enable the City to spend proportionately more on operating/personnel costs than was permitted under previous agreements.*
- *Departmental expenditures are proposed to be \$35,960 higher – an increase of 6.4 percent – compared to budgeted expenditures for FY16.*
- *Approximately 65 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$22,410 compared to budgeted expenditures for FY16. The additional personnel expenditures will be for part-time communications support and expected increases in overtime.*
- *Services and charges account for about 23 percent of departmental expenditures, including \$88,000 for the Takoma Park Newsletter and City Guides.*

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

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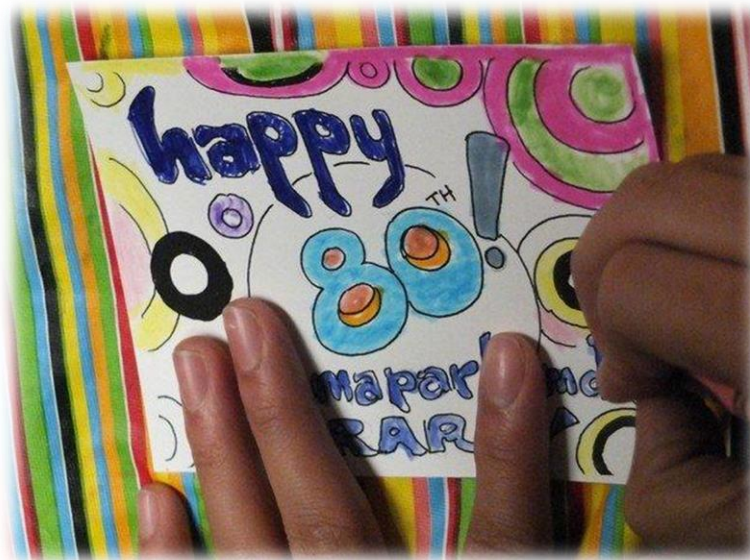


Photo by Bruce Guthrie

# Department Summary

## Department Overview:

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Library</i>	9.52	9.74	9.75
<i>Computer Learning Center</i>	1.38	1.38	1.38
<b><i>Department Total FTEs</i></b>	<b>10.90</b>	<b>11.12</b>	<b>11.13</b>

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Library Aid from County</i>	145,801	149,624	149,000	158,225
<i>Library Fines and Fees</i>	33,782	35,500	35,500	35,500
<b><i>Subtotal</i></b>	<b>179,583</b>	<b>185,124</b>	<b>184,500</b>	<b>193,725</b>
<i>General Fund</i>	950,032	1,059,506	1,013,830	1,088,079
<b><i>Department Total</i></b>	<b>1,129,615</b>	<b>1,244,630</b>	<b>1,198,330</b>	<b>1,281,804</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	710,619	754,000	736,500	785,500
<i>Fringe Benefits</i>	263,537	276,500	255,000	288,500
<i>Overtime</i>	2,640	6,200	5,200	6,200
<i>Employee Recognition</i>	650	4,500	4,500	420
<b><i>Personnel Subtotal</i></b>	<b>977,446</b>	<b>1,041,200</b>	<b>1,001,200</b>	<b>1,080,620</b>
<i>Supplies</i>	116,690	147,780	141,780	144,275
<i>Services and Charges</i>	25,686	40,750	40,850	42,229
<i>Miscellaneous</i>	9,793	14,900	14,500	14,680
<b><i>Department Total</i></b>	<b>1,129,615</b>	<b>1,244,630</b>	<b>1,198,330</b>	<b>1,281,804</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Library</i>	1,040,450	1,148,930	1,114,530	1,186,872
<i>Computer Learning Center</i>	89,165	95,700	83,800	94,932
<b><i>Department Total</i></b>	<b>1,129,615</b>	<b>1,244,630</b>	<b>1,198,330</b>	<b>1,281,804</b>

# Department Summary

## Adopted to Estimated Actual FY16:

- *Departmental expenditures are expected to be \$46,300 lower than budget.*
- *The variance is mainly attributable to lower than anticipated personnel costs.*

## FY17 Budget Highlights:

- *Departmental expenditures are \$37,174 higher – an increase of 3 percent – compared to budgeted expenditures for FY16.*
- *Departmental FTEs increase by .01*
- *Approximately 84 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$39,420 compared to budgeted expenditures for FY16.*
- *Approximately 11 percent of departmental expenditures are supplies. This category includes the cost of digital and print books, periodicals, reference resources, and media; and computer and office supplies, including all materials needed for processing and circulation.*
- *Services and charges represent about three percent of departmental expenditures. They include contractual costs and support for circulation and cataloging records and functions.*



Photo by Bruce Guthrie

# Library Division

## Division Purpose:

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

## Management Objectives:

- *Leverage our participation in the "Books and Breakfast" ESL program at Takoma Elementary School to expand our resources for families learning English as a second language.*
- *Participate in the new American Library Association initiative, "Libraries Transform," designed to increase public awareness of the value, impact and services provided by libraries and library professionals.*
- *Enlarge and publicize our engagement with the Amharic-speaking community through targeted services and resources.*
- *Expand public outreach through increased use of the City website.*
- *Develop, refine, and support plans and preparations for additional and renovated Library space.*
- *Provide programs that focus on pre-literacy and reading readiness for families, and STEM-focused resources and skills that reinforce school curriculums.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Circulation of materials	116,288	113,074	95,000	105,000
Circulation per capita	6.84	6.76	5.68	6.28
In-library use of materials	49,843	40,716	25,000	30,000
Use per capita	2.98	2.43	1.5	1.79
Program attendance	14,612	16,648	19,000	19,000
Programs	309	353	406	400

# Library Division

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	7.50	7.50	7.50
<i>FTEs without benefits</i>	2.02	2.24	2.25
<b><i>Division Total</i></b>	<b>9.52</b>	<b>9.74</b>	<b>9.75</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Library Director</i>	1.00	1.00
<i>Library Manager</i>	3.00	3.00
<i>Librarian</i>	0.50	0.50
<i>Library Assistant</i>	4.00	4.00
<i>Library Shelver</i>	0.38	0.38
<i>Part-time Assistant</i>	0.86	0.87
<b><i>Division Total FTEs</i></b>	<b>9.74</b>	<b>9.75</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Library</i>	1,040,450	1,148,930	1,114,530	1,186,872
<b><i>Division Total</i></b>	<b>1,040,450</b>	<b>1,148,930</b>	<b>1,114,530</b>	<b>1,186,872</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	647,846	686,500	673,500	715,500
<i>Fringe Benefits</i>	244,948	257,500	241,000	269,000
<i>Overtime</i>	2,640	6,000	5,000	6,000
<i>Employee Recognition</i>	650	3,500	3,500	330
<b><i>Personnel Subtotal</i></b>	<b>896,084</b>	<b>953,500</b>	<b>923,000</b>	<b>990,830</b>
<i>Supplies</i>	110,503	143,080	139,080	141,533
<i>Services and Charges</i>	24,386	38,850	38,950	40,829
<i>Miscellaneous</i>	9,477	13,500	13,500	13,680
<b><i>Division Total</i></b>	<b>1,040,450</b>	<b>1,148,930</b>	<b>1,114,530</b>	<b>1,186,872</b>



# Library Division

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$34,400 less than budget.*
- *The variance is primarily attributable to less than anticipated expenditures for personnel.*

## FY17 Budget Highlights:

- *Division expenditures are \$37,942 higher — an increase of 3.3 percent — compared to budgeted expenditures for FY16.*
- *The variance is primarily attributable to increases in personnel costs.*
- *Division FTEs increase by .01, representing an increase in substitute staff hours.*
- *Approximately 83 percent of division expenditures are personnel related.*
- *Other division expenditures include supplies, services, and miscellaneous, consisting of digital print, purchased books, periodicals, reference materials, media, computer-related items, and office materials, ILS and cataloging support, all materials needed for processing and circulation, and staff training. Together, these areas account for \$196,042, or about sixteen percent of division expenditures.*

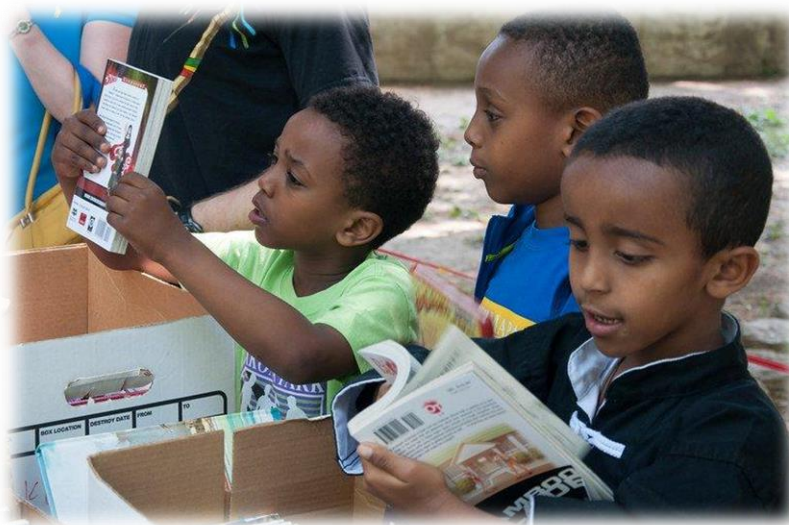


Photo by Maurice Belanger

# Computer Learning Center

## Division Purpose:

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

## Management Objectives:

- *Respond to increasing use of portable computing devices in the Computer Center, and the demand for assistance by wireless users for help with laptops, tablets and phones.*
- *Provide support for those exploring free, online courses (MOOCs) by continuing popular community discussion sessions on Sunday afternoons.*

## Performance/Workload Measures:

	Actual	Actual	Estimated	Projected
Measurement	FY14	FY15	FY16	FY17
Number of Internet sessions (log-ons)	25,162	22,005	18,500	19,000
Hours Used	17,001	14,691	12,250	13,000

# Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	0.75	0.75	0.75
<i>FTEs without benefits</i>	0.63	0.63	0.63
<b><i>Division Total</i></b>	<b>1.38</b>	<b>1.38</b>	<b>1.38</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Library Instructor Asst.</i>	1.38	1.38
<b><i>Division Total FTEs</i></b>	<b>1.38</b>	<b>1.38</b>

<i>Division Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Computer Learning Center</i>	89,165	95,700	83,800	94,932
<b><i>Division Total</i></b>	<b>89,165</b>	<b>95,700</b>	<b>83,800</b>	<b>94,932</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	62,773	67,500	63,000	70,000
<i>Fringe Benefits</i>	18,589	19,000	14,000	19,500
<i>Overtime</i>	0	200	200	200
<i>Employee Recognition</i>	0	1,000	1,000	90
<b><i>Personnel Subtotal</i></b>	<b>81,362</b>	<b>87,700</b>	<b>78,200</b>	<b>89,790</b>
<i>Supplies</i>	6,187	4,700	2,700	2,742
<i>Services and Charges</i>	1,299	1,900	1,900	1,400
<i>Miscellaneous</i>	317	1,400	1,000	1,000
<b><i>Division Total</i></b>	<b>89,165</b>	<b>95,700</b>	<b>83,800</b>	<b>94,932</b>

# Computer Learning Center

## Adopted to Estimated Actual FY16:

- *Division expenditures are expected to be \$11,900 less than budget.*

## FY17 Budget Highlights:

- *Division expenditures are \$768 lower — a decrease of .8 percent — compared to budgeted expenditures for FY16.*
- *The variance is mainly attributable to decreases in supplies and services charges.*
- *Division FTEs remain the same.*
- *Approximately 95 percent of division expenditures are personnel related.*





## THE CITY OF TAKOMA PARK

### IN THIS SECTION:

- Non-Departmental Summary 164

# Non-Departmental



# Non-Departmental

## Department Overview:

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

## Supplemental Information:

Measurement	Actual	Estimated	Proposed
	FY15	FY16	FY17
Number of auto liability insurance claims	36	20	20
Number of general liability insurance claims	5	1	2
Number of police liability insurance claims	1	2	0
Number of public official insurance claims	0	0	0
Number of property insurance claims	2	0	0
Number of worker's compensation insurance claims	26	18	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	138	134	160

# Non-Departmental

<i>Source of Funds</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>General Fund</i>	1,026,403	1,336,809	1,302,907	1,519,457
<b><i>Division Total</i></b>	<b>1,026,403</b>	<b>1,336,809</b>	<b>1,302,907</b>	<b>1,519,457</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Other Fringe Benefits</i>	41,569	46,500	47,500	48,500
<i>Workers' Compensation Insurance</i>	502,270	566,000	536,664	720,000
<b><i>Personnel Subtotal</i></b>	<b>543,839</b>	<b>612,500</b>	<b>584,164</b>	<b>768,500</b>
<i>Supplies</i>	1,150	1,900	-	3,000
<i>Services and Charges</i>	92,438	111,500	137,800	139,200
<i>Miscellaneous</i>	388,976	610,909	580,943	608,757
<b><i>Division Total</i></b>	<b>1,026,403</b>	<b>1,336,809</b>	<b>1,302,907</b>	<b>1,519,457</b>

# Non-Departmental

## Adopted to Estimated Actual FY16:

- *Expenditures are expected to be \$33,902 lower than budget.*
- *The variance is attributable to the decrease in workers' compensation insurance.*

## FY17 Budget Highlights:

- *Expenditures are \$182,648 higher — an increase of 13.7 percent — compared to budgeted expenditures for FY16. The variance is attributable to the increase in insurance premiums and the general contingency provision for FY17.*
- *Approximately fifty-one percent of division expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.*
- *Services and charges account for about nine 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 (\$139,200).*
- *Approximately forty percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$160,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$122,607) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$16,000) and the City's tuition reimbursement program (\$35,000).*
- *Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY17 include the Takoma Park Independence Day Committee (\$16,500), and the Takoma Folk Festival (\$10,000). External entities will also benefit from the Community Grant Program (\$210,000).*





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Capital Improvement Program

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# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2017 – 2021

### Capital Improvement Budget

*Our Capital Improvement Budget covers the following six categories: Equipment Replacement, Park Development, Infrastructure Improvements, Facility Improvements and Information Technology improvements. Below is a summary of how these funds will be used in FY17. The legend at the end of the chart identifies the funding source for these items.*

### Equipment Replacement

*Each year the City budgets for equipment replacement, setting money aside to replace short lived assets, often large machinery and vehicles. For FY17 there will be replacements of two dump trucks, six police cars, and exercise equipment at the New Hampshire Avenue Recreation Center, various public works related maintenance equipment (mower, leaf vacuum, leaf box, crackfilling machine and salt dome cover), and video surveillance equipment and door security software.*

### Park Development

*Three park development projects are currently underway: Colby Ave Playground, Sligo Mill Overlook Playground and a dog park. While the majority of the work for the Colby Avenue playground and the dog park is expected to take place in FY16 and may run into FY17, reimbursement from Special Revenue Funds will occur in the FY17 cycle. Final designs for the Sligo Mill Playground are complete and the project is slated for construction in FY17. State Program Open Space funds require a 25% match.*

### Infrastructure improvements

*Ongoing infrastructure improvements include sidewalk construction and street repair with a projected annual cost of \$1.5 million. Two large projects for FY17 are the Ethan Allen Gateway Streetscape and the Flower Avenue Green Street.*

## CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2017 - 2021

*Designs to make the Ethan Allen Gateway more pedestrian and bicyclist friendly are complete. Bidding and construction is scheduled for FY17. The Flower Avenue Green Street Design is at 90% and is expected to be bid during FY17. Each project has a 12 to 18 month construction schedule. The projects include traffic calming, pedestrian improvements, bus stop improvements, energy efficient lighting and stormwater management features.*

#### Facilities

*The Library and the Police Department will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library will be complete in FY17, with construction anticipated to begin in FY18. Concept designs for the police station will be completed in FY17. Major improvements for the Police Department entail expanding the workable office space by filling in the atrium between the first and second floors of the Community Center and moving holding cells to the first floor with a protected sally port entrance. In FY18, smaller-scale renovations will be undertaken on the second and third floor of the Community Center.*

#### Information Technology/City TV

*The Technology Steering Committee evaluates the impacts of existing hardware and software technology, identifies future technology-related needs, and makes recommendations to address those needs. Major expenses identified by the Steering Committee for FY17 include server room replacement and surveillance camera installation at the Heffner Community Center, Public Works, and the Takoma Park Recreation Center on New Hampshire Avenue.*

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

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2017 - 2021

EQUIPMENT		FY17	FY18	FY19	FY 20	FY 21
<b>Police - Vehicles</b>						
Police Cars	ERR	\$279,750	\$236,804	\$ 285,750	\$341,000	\$306,000
<b>Police - Equipment</b>						
Field Radio Equipment	SCF	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Mobile Computers	SCF	\$ 14,800	\$ 14,900	\$ 15,000	\$ 15,000	\$ 15,000
Body Camera & Taser Replacement	SCF	-	-	-	-	\$ 34,778
<b>Public Works - Vehicle</b>						
Recycling Truck (#261)	ERR			\$ 249,663		
Trash Truck (#222)	ERR			\$ 247,582		
Dump Truck (#215)	ERR	\$ 103,200				
Dump Truck (#216)	ERR	\$ 103,200				
Dump Truck (#259)	ERR			\$ 79,197		
Dump Truck (#245)	ERR		\$ 70,987			
Pick Up Truck (#223)	ERR				\$ 35,100	
Pick Up Truck (#241)	ERR				\$ 32,000	
Pick Up Truck (#244)	ERR					\$ 33,525
<b>Public Works - Equipment</b>						
Leaf Collection Vacuums	ERR	\$ 28,000	\$ 29,000		\$ 22,175	\$ 22,712
Crackfilling Machine	ERR	\$ 42,000				
Vehicle Lift 2	ERR				\$ 11,000	
Vehicle Lift 1	ERR					\$ 13,258
Leaf Box ( 1 of 7)	ERR	\$ 5,376	\$ 5,376	\$ 5,376	\$ 8,400	\$ 5,376
Steam Cleaner	ERR					
Mechanic Tool Box 1 & 2	ERR		\$ 13,439	\$ 13,432		
Fuel Dispensing Software	ERR			\$ 25,000		
Replace Riding Mower	ERR	\$ 8,859			\$ 13,200	
Miller Mig Welder	ERR		\$ 9,211			
Salt Dome Cover	ERR	\$ 35,245				
Backhoe (replaces Tractor and backhoe attachment)	ERR			\$ 49,409		
Skidsteer	ERR				\$ 29,000	
Vehicle Exhaust System	ERR				\$ 41,000	
Truck Tire Changer	ERR					\$ 17,326
<b>Recreation - Vehicle</b>						
Recreation Bus Large(#242)	ERR		\$ 75,000			
Recreation Bus (SAB)	ERR				\$ 59,132	

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2017 - 2021

EQUIPMENT		FY17	FY18	FY19	FY 20	FY 21
<b>Recreation - Equipment</b>						
Elliptical Fitness Machine	ERR	\$ 5,800				
Treadmills	ERR			\$ 5,995		\$ 6,100
Basketball Arcade Game - Game Room	ERR	\$ 7,000				
<b>Administration/Communications (City TV) - Equipment</b>						
Auditorium Camera System	SRF		\$ 120,000			
Auditorium Projection System	SRF	\$ 45,000				
Auditorium Touch Panel System	SRF	\$ 25,000				
Videography Small Camera Packages	SRF		\$ 15,000			
CableTV 13 Editing & Playback Servers	SRF				\$ 50,000	
Sound Boards	SRF	\$ 15,000				
Steadycam Stabilization System	SRF	\$ 15,000				
Studio Set	SRF	\$ 15,000				
Media Lab Equipment	SRF					\$ 52,167
Digital Signage	SRF		\$ 25,000			
<b>Library - Equipment</b>						
Useful Hardware replacement (28 Computers)	ERR		\$ 42,729			\$ 45,600
<b>Departmental - Vehicles</b>						
Admin Pool Car (#243)	ERR			\$ 31,253		
Code Enforcement Vehicle-Environmental Code	GF	\$ 25,000				
<b>Information Technology</b>						
PW/REC/Heffner Surveillance	GF	\$ 35,000				
Closed Circuit TV & Video Surveillance	ERR	\$ 39,000				
Millennium Door Security & ID Software	ERR	\$ 30,000				
Upgrade Backbone Switches	ERR					\$ 28,550
Servers A & B	ERR	\$ 64,000				
<b>SUBTOTAL - EQUIPMENT</b>		<b>\$ 966,230</b>	<b>\$ 682,446</b>	<b>\$1,032,657</b>	<b>\$ 682,007</b>	<b>\$ 605,392</b>
STREETS AND SIDEWALKS		FY17	FY18	FY19	FY20	FY21
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 500,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000
Neighborhood Commercial Center Improvements	GF		\$ 150,000		\$ 175,000	
Flower Avenue Green Street Project - City Share	GF		\$1,128,000			
Flower Avenue Green Street Project -	SRF	\$ 260,100	\$ 780,230			

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2017 - 2021

STREETS AND SIDEWALKS		FY17	FY18	FY19	FY20	FY21
Flower Avenue Green Street Project - Montgomery Cty	SRF	\$ 200,000				
Flower Avenue Green Street Project - SHA	GF	\$ 168,875				
Flower Avenue Streetscape - CDBG	SRF	\$ 77,350				
ADA Sidewalk Retrofit - City Sidewalks	GF	\$ 500,000	\$ 300,000			
ADA Sidewalk Retrofit - SHA sidewalks	GF		\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 30,000	\$ 35,000	\$ 40,000	\$ 45,000	\$ 50,000
Bikeshare Expansion - MD Bikeway	SRF	\$ 100,000				
Bikeshare Expansion - City Match for MD Bikeway	GF	\$ 20,000				
Ethan Allen Gateway Streetscape( c/o \$749,000)	GF	\$ 1,000,000				
Ethan Allen Gateway Streetscape-MD Bikeway	SRF	\$ 66,000				
Ethan Allen Gateway Streetscape-TAP	SRF	\$ 1,256,000				
Takoma Junction Area Improvements	GF			\$ 250,000	\$ 450,000	
Takoma Junction Area Improvements	SRF				\$ 375,000	
Lincoln Avenue Sidewalk - SRTS / GYH	SRF	\$ 395,000				
Open Space Connectivity Project	GF		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Takoma Junction Area Traffic Study	GF		\$ 70,000			
<b>SUBTOTAL -STREETS</b>		<b>\$ 5,093,325</b>	<b>\$3,508,230</b>	<b>\$1,835,000</b>	<b>\$2,590,000</b>	<b>\$ 1,595,000</b>
PARKS		FY17	FY18	FY19	FY20	FY21
Heffner Park Architectural Services for Facility Redesign	GF		\$ 60,000			
Heffner Park Construction	GF			\$ 150,000		
Sligo Mill Overlook Construction	SRF	\$ 250,000				
<b>SUBTOTAL - PARKS</b>		<b>\$ 250,000</b>	<b>\$ 60,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>
FACILITIES		FY17	FY18	FY19	FY20	FY21
<b>Community Center</b>						
Epoxy Coat Walkway and LL Parking area	FMR	\$ 65,000			\$ 10,000	
Rear Elevator Upgrade	ERR			\$ 216,733		
Replacement of HVAC Controls - Community Center	ERR	\$ 108,367				
Police Space Detail Design	GF	\$ 150,000				
Police Construction	GF/Bo nd			\$1,250,000	\$1,250,000	

## CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2017 - 2021

FACILITIES		FY17	FY18	FY19	FY20	FY21
Second Floor bathroom sink/counter renovations	FMR	\$ 10,000				
Floor Replacement Azalea, Lilac & Rose	FMR	\$ 16,000				
Replace Roof Top Unit # 7	FMR	\$ 18,000				
HR/HCD Office Suite Renovations	FMR	\$ 55,000				
Media Lab & Control Room remodeling	SRF		\$ 50,000			
<b>Library</b>						
Library Detail Design	GF	\$ 400,000				
Library Construction & Relocation	GF/Bond		\$2,750,000	\$2,750,000		
<b>Public Works</b>						
Phase 2 Facility Design	GF			\$ 100,000		
PW Phase 2 Construction	GF				\$ 800,000	
Replacement of Overhead Doors Mechanic Shop & ROW	ERR				\$ 31,407	
<b>SUBTOTAL-FACILITIES</b>		<b>\$ 822,367</b>	<b>\$2,800,000</b>	<b>\$4,316,733</b>	<b>\$2,091,407</b>	<b>\$ -</b>

STORMWATER MANAGEMENT		FY17	FY18	FY19	FY20	FY21
Flower Ave Green Street Bio-Retention-Grant	SW	\$ 168,750				
13th Avenue - Hillwood Manor	SW					\$ 50,000
Sligo Mill Trash Interceptor	SW				\$ 250,000	\$ 250,000
Jackson and Glenside	SW		\$ 40,000			
Glenside and Anne St	SW		\$ 25,000			
Franklin Apt Bio-Swale	SW		\$ 65,000			
Parkview Towers Bio-Swale	SW		\$ 60,000			
Sligo Mill Concrete Debris Removal	SW			\$ 250,000	\$ 250,000	
Devonshire & Glazewood Bio Retention Facility	SW	\$ 30,000				
Takoma Branch Stream restoration Design	SW	\$ 100,000				
<b>SUBTOTAL - STORMWATER MANAGEMENT</b>		<b>\$ 298,750</b>	<b>\$ 190,000</b>	<b>\$ 250,000</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>

## CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2017 - 2021

		FY17	FY18	FY19	FY20	FY21
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 859,797	\$ 507,546	\$1,209,390	\$ 623,414	\$ 530,614
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 164,000			\$1,260,000	
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 3,348,875	\$5,538,000	\$6,085,000	\$3,015,000	\$ 1,595,000
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transf er SRF					
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 39,800	\$ 39,900	\$ 40,000	\$ 40,000	\$ 74,778
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 2,719,450	\$ 965,230		\$ 425,000	
CIP Total Stormwater Fund	SW	\$ 298,750	\$ 190,000	\$ 250,000	\$ 500,000	\$ 300,000
<b>CIP GRAND TOTAL</b>		<b>\$ 7,430,672</b>	<b>\$7,240,676</b>	<b>\$7,584,390</b>	<b>\$5,863,414</b>	<b>\$ 2,500,392</b>

#### Legend

GF – General Fund

ERR – Equipment Replacement Reserve

FMR – Facility Maintenance Reserve

SRF – Special Revenue Fund

SCF – Speed Camera Fund

SW – Stormwater Fund





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IN THIS SECTION:

- Debt Service Summary 176

# Debt Service

## Overview:

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

## Notes and Bond:

*On August 24, 2015, the City paid off the 2005 Community 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 June 30, 2016 are as follows:*

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017	143,000	39,683	182,683
2018	144,000	38,525	182,525
2019	147,500	35,645	183,145
2020	151,500	31,220	182,720
2021 – 2025	<u>830,500</u>	<u>85,015</u>	<u>915,515</u>
<b>Total</b>	<u>\$ 1,416,500</u>	<u>\$ 230,088</u>	<u>\$ 1,646,588</u>

# Debt Service

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

*The annual installments for the repayment of the bonds as of June 30, 2015 are as follows:*

<b>Fiscal Years</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	155,000	19,305	174,305
2018	160,000	14,702	174,702
2019	165,000	9,950	174,950
2020	<u>170,000</u>	<u>5,049</u>	<u>175,049</u>
<b>Total</b>	<u>\$ 650,000</u>	<u>\$ 49,006</u>	<u>\$ 699,006</u>

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

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IN THIS SECTION:

- Fund Summary

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# Stormwater Management Fund

## Fund Overview:

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

*All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY17, the rate is proposed to remain \$55.*

## Management Objectives:

- *Provide video inspection and cleaning of 25 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 bio-retention and infiltration of stormwater to meet Best Management Practices required by the State and EPA.*
- *Continue programs to meet the NPDES permit requirements.*
- *Identify areas for impervious pavement reduction.*

## Performance/Workload Measures:

Measurement	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Number of stormwater permits issued	2	1	3	3
Number of stormwater concept plans reviewed	4	5	5	5
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	7,207	10,918	5,000	10,000
Linear feet of pipe cleaned		200	300	300
Linear feet of pipe replaced	50	31	100	100
Linear feet of new pipe	439	432	200	250
Number of inlets repaired	3	6	4	5
Number of new inlets constructed	4	0	3	4
Square feet of infiltration facilities constructed	1,550	2,792	3,000	4,500

# Stormwater Management Fund

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	1.15	1.15	1.15
<i>FTEs without benefits</i>	-	-	
<b><i>Fund Total</i></b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coord.</i>	0.40	0.40
<i>Construction Manager</i>	0.25	0.25
<b><i>Fund Total FTEs</i></b>	<b>1.15</b>	<b>1.15</b>

<i>Fund Revenues</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Stormwater Management</i>	426,454	420,000	421,440	420,000
<i>National Fish &amp; Wildlife</i>	-	168,750	-	168,750
<b><i>Fund Total</i></b>	<b>426,454</b>	<b>588,750</b>	<b>421,440</b>	<b>588,750</b>

<i>Fund Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Stormwater Management</i>	457,876	516,000	497,296	512,550
<i>National Fish &amp; Wildlife</i>	-	168,750	-	168,750
<b><i>Fund Total</i></b>	<b>457,876</b>	<b>684,750</b>	<b>497,296</b>	<b>681,300</b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	82,159	96,500	82,500	95,000
<i>Fringe Benefits</i>	28,343	34,500	33,500	35,500
<i>Overtime</i>	1,172	500	480	500
<i>Workers Compensation</i>	3,287	3,500	2,816	3,000
<b><i>Personnel Subtotal</i></b>	<b>114,961</b>	<b>135,000</b>	<b>119,296</b>	<b>134,000</b>
<i>Supplies</i>	133,303	133,000	133,000	133,000
<i>Services and Charges</i>	82,771	111,000	108,000	115,550
<i>Capital Outlay</i>	126,841	305,750	137,000	298,750
<b><i>Fund Total</i></b>	<b>457,876</b>	<b>684,750</b>	<b>497,296</b>	<b>681,300</b>

Stormwater Management Fund

# Stormwater Management Fund

## Adopted to Estimated Actual FY16:

- *Expenditures are expected to be \$187,454 lower than budgeted.*
- *The variance is due to delay of the construction of the Flower Avenue Green Street project.*

## FY17 Budget Highlights:

- *Fund expenditures are \$3,450 lower — a decrease of 0.5 percent — compared to budgeted expenditures for FY16.*
- *The budgetary decrease is reflects the estimated cost of planned capital projects.*
- *Fund FTEs remain unchanged.*
- *Approximately 20 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of the Construction Manager.*
- *Supplies represent 19.5 percent of fund expenditures. Included in these costs are construction costs related to bio-retention projects at Grant and Holly Avenues and Sycamore Avenue between Ethan Allen and Columbia Avenue, as well as a stormdrain pipe realignment near Birch Avenue, Barclay Avenue and Cedar Avenue. Additional funds for repair of stormwater structures are also included.*
- *Services and charges represent about 17 percent of expenditures and include video inspection, pipe cleaning and facility maintenance, water quality testing, and specialized engineering design services.*
- *Capital expenditures total about 44 percent of fund expenditures. Included in that amount is \$168,750 for the stormwater component of the Flower Avenue Green Street Project through grant funds from the National Fish and Wildlife Federation. Additional projects include construction of a bio-retention facility at Devonshire Road and Glazewood Avenue and design development of the Takoma Branch Stream Restoration project.*





## IN THIS SECTION:

- Project Descriptions

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# Project Descriptions

## General Government

**Cable Equipment Grants** **\$115,000**

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

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

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

## Housing and Community Development

**CDBG – CHEER, Inc.** **\$5,240**

*Support of capacity building program - “Making Connections and Building Skills among Tenants in Multi-Family Buildings” – targeted towards low and moderate income renters. Program offered by Community Health And Empowerment Through Education And Research, Inc. (CHEER). Funding provided by the U.S. Department of Housing and Urban Development’s (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42).*

**CDBG - Commercial Façade Easement Program** **\$69,000**

*Purchase of easements from qualified commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements in CDBG eligible census tracts. Funding provided by the U.S. Department of Housing and Urban Development’s (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY41).*

# Project Descriptions

## **CDBG - EduCare Support Services, Inc.**

**\$3,550**

*Purchase of food for distribution to income eligible households through the Takoma Park Food Pantry. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42).*

## **Community Legacy - Claudio Joseph Project**

**\$100,000**

*Installation of streetscape improvements at 6450 New Hampshire Avenue including ADA-compliant sidewalks, lighting, and native landscaping elements designed to improve the safety, connectivity, and aesthetics of this commercial corridor. Funding provided by the Maryland Department of Housing and Community Development's Community Legacy Program.*

## **Community Legacy - MHP Trail Development**

**\$100,000**

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

## **Safe Routes to School - Programming**

**\$38,000**

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

## **TKPK 5K Challenge**

**\$40,000**

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

# Project Descriptions

## Recreation

### **CDBG – Village of Takoma Park**

**\$4,890**

*Provision of scholarships for pilot recreational program targeted to individuals with developmental disabilities. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42).*

## Public Works

### **Flower Avenue Green Street Improvements**

**\$537,450**

*Installation of various streetscape improvements including but not limited to ADA sidewalks and ramps, energy efficient LED luminaires, and assorted streetscape furniture such as benches and trash and recycling containers. The Flower Avenue Green Street project is expected to start in FY17 and continue into FY18. The total budget is estimated to be \$3,600,000. In FY 17, the estimated expenditures will be \$706,325 of which \$537,450 will come from grant funds. The breakdown of those funds is as follows:*

*\$77,350 from the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42).*

*\$260,100 of the \$1,040,330 Transportation Alternatives Program (TAP) grant the City was awarded*

*\$200,000 from Montgomery County*

*Additionally, the City received a grant from the National Fish and Wildlife Federation of \$168,750 for this project; however those grant funds are reflected in the Stormwater Fund budget.*

### **Maryland Bikeways Grant – Bike Share Program**

**\$100,000**

*Purchase and installation of two Bikeshare stations in the New Ave area: one at the Takoma Park Recreation Center and a second one in the Crossroads. Funding provided by the MD Department of Transportation.*

# Project Descriptions

**Maryland Bikeways Grant – Ethan Allen Gateway Streetscape** **\$66,000**

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

**Maryland Bikeways Grant – Miscellaneous Bike Improvements** **\$7,295**

*Construction and installation of miscellaneous bike improvements, including but not limited to bike sharrows, signage and/or bike racks. Funding provided by the MD Department of Transportation.*

**Safe Routes to School – Lincoln Avenue Sidewalk** **\$395,000**

*Design and construction of sidewalks identified in the Missing Sidewalk Study. Funding awarded by the Maryland Highway Safety Program's Safe Route to School Program (Grant Year H)*

**TAP - Ethan Allen Gateway Streetscape** **\$1,256,000**

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

**Sligo Mill Overlook Park** **\$250,000**

*The Project includes the design and construction for playgrounds that will be constructed at Sligo Mill Overlook Park. Funds for the project are provided by the Community Parks and Playgrounds grant in the amount of \$250,000 from the State of Maryland, Department of Natural Resources.*

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IN THIS SECTION:

- Fund Summary 190

**Speed Camera Fund**



# Speed Camera Fund

## Fund Overview:

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

## Fund Summary:

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<b><i>Fund Total</i></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<i>Position Title</i>	<i>Adopted FY16</i>	<i>Proposed FY17</i>
<i>Police Sergeant</i>	1	1
<i>Police Officer</i>	1	1
<i>Photo Enforcement Analyst</i>	1	1
<b><i>Fund Total FTEs</i></b>	<b>3</b>	<b>3</b>



# Speed Camera Fund

<i>Fund Revenues</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Speed Camera Fund</i>	1,748,959	1,801,200	1,402,500	1,302,500
<b><i>Fund Total</i></b>	<b>1,748,959</b>	<b>1,801,200</b>	<b>1,402,500</b>	<b>1,302,500</b>

<i>Fund Expenditures</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Speed Camera Fund</i>	1,301,016	1,913,360	1,759,193	1,266,217
<b><i>Fund Total</i></b>	<b>1,301,016</b>	<b>1,913,360</b>	<b>1,759,193</b>	<b>1,266,217</b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY15</i>	<i>Adopted FY16</i>	<i>Estimated FY16</i>	<i>Proposed FY17</i>
<i>Wages</i>	208,322	202,000	178,500	205,500
<i>Fringe Benefits</i>	132,619	140,080	133,500	142,737
<i>Workers Compensation</i>	23,102	26,000	24,845	28,000
<i>Overtime</i>	27,842	22,000	35,500	20,000
<i>Clothing Allowance</i>	3,480	3,480	2,748	3,480
<i>Employee Recognition</i>	-	1,500	1,500	-
<b><i>Personnel Subtotal</i></b>	<b>395,365</b>	<b>395,060</b>	<b>376,593</b>	<b>399,717</b>
<i>Supplies</i>	-	100	-	-
<i>Services and Charges</i>	801,515	813,200	782,600	786,700
<i>Miscellaneous</i>	33,080	45,000	40,000	40,000
<i>Capital Outlay</i>	71,056	660,000	560,000	39,800
<b><i>Fund Total</i></b>	<b>1,301,016</b>	<b>1,913,360</b>	<b>1,759,193</b>	<b>1,266,217</b>

# Speed Camera Fund

## Adopted to Estimated Actual FY16:

- *Fund expenditures are expected to be \$154,167 lower than projected.*
- *This variance is attributable to non-personnel costs being less than anticipated due to lower ticket processing costs. Capital Outlay costs were \$100,000 lower than the budgeted amount.*

## FY17 Budget Highlights:

- *Fund expenditures are \$647,143 lower — a decrease of 33.8 percent — compared to budgeted expenditures for FY16.*
- *The variance is attributable to the decrease in capital outlay. FY17 expenditures will include \$39,800 for field radio equipment and mobile computers.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 31.6 percent of fund expenditures.*
- *Services and charges represent about 62 percent of fund expenditures. This category includes the cost of the City's contract with Xerox State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Miscellaneous costs represent about three percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile video cameras, protective equipment, and tasers.*
- *Capital Outlay expenditures are budgeted at \$39,800 and represent about three percent of fund expenditures.*