

# PROPOSED BUDGET

**CITY OF TAKOMA PARK, MD**



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



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# Introduction to the Budget Document



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# City of Takoma Park

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March 31, 2017

Honorable City Councilmembers and Residents:

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

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

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

## **Prepared for Action**

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

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

Also through this past year, departments hired and organized staff and resources in order to be better situated to advance priorities for affordable housing, youth success, and environmental sustainability, including recommendations of the Tree Commission and Committee on the Environment/Green Team. In advancing our goal to build strong police/community relationships and trust, efforts such as Unity in the Community, holding facilitated Police/teen dialogs and popular community events have helped identify many in the community who



wish to partner for success in this area. And many staff and consultant hours have been spent on the plans for the two major street projects, the Ethan Allen Gateway and Flower Avenue Green Street, and for the Library renovation and expansion.

### **Budget Highlights by Council Priority**

#### *A Livable Community for All*

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

#### *Fiscally Sustainable Government*

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

#### *Environmentally Sustainable Community*

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

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

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

### *Advance Economic Development Efforts*

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

### **Departmental Operating Expenses**

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

### **Borrowing Funds for Library and Major Street Construction**

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

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

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

### **Stormwater Management Fee Increase**

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

The base Stormwater Management Fee amount is the amount to be paid by an owner of a single-family home. Other property owners (including nonprofits) pay a larger amount based on the amount of impervious surface on their property, as determined by a survey done many years ago. In FY18, there will be a new survey of

impervious surface by property. This will allow the City to update its calculations and may provide information for other approaches to assessing the stormwater management fee.

## **Summary**

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

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

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

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

Sincerely,

*Suzanne Ludlow*

Suzanne Ludlow  
City Manager

# Acknowledgment

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

## **Takoma Park City Council**

Mayor Kate Stewart

Councilmember Peter Kovar, Ward One

Councilmember Tim Male, Ward Two

Councilmember Rizzy Qureshi, Ward Three

Councilmember Terry J. Seamens, Ward Four

Councilmember Jarrett Smith, Ward Five

Councilmember Frederick Schultz, Ward Six

## **City Manager**

Suzanne R. Ludlow

## **Deputy City Manager**

Jason Damweber

## **Director of Finance**

Susan Cheung

## **Senior Leadership**

Ellen Arnold-Robbins, Director of Library

Alexis Blackwell, Director of Human Resources

Daryl Braithwaite, Director of Public Works

Jessie Carpenter, City Clerk

Abel Castillo, Information Systems Manager

Gregory Clark, Director of Recreation

Sara Daines, Director of Housing and Community Development

Richard Bowers, Police Captain (Budget)

## **Budget Document Preparation**

Alisa Trammell, Budget Specialist

# Budget Development Process

## General Information

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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.

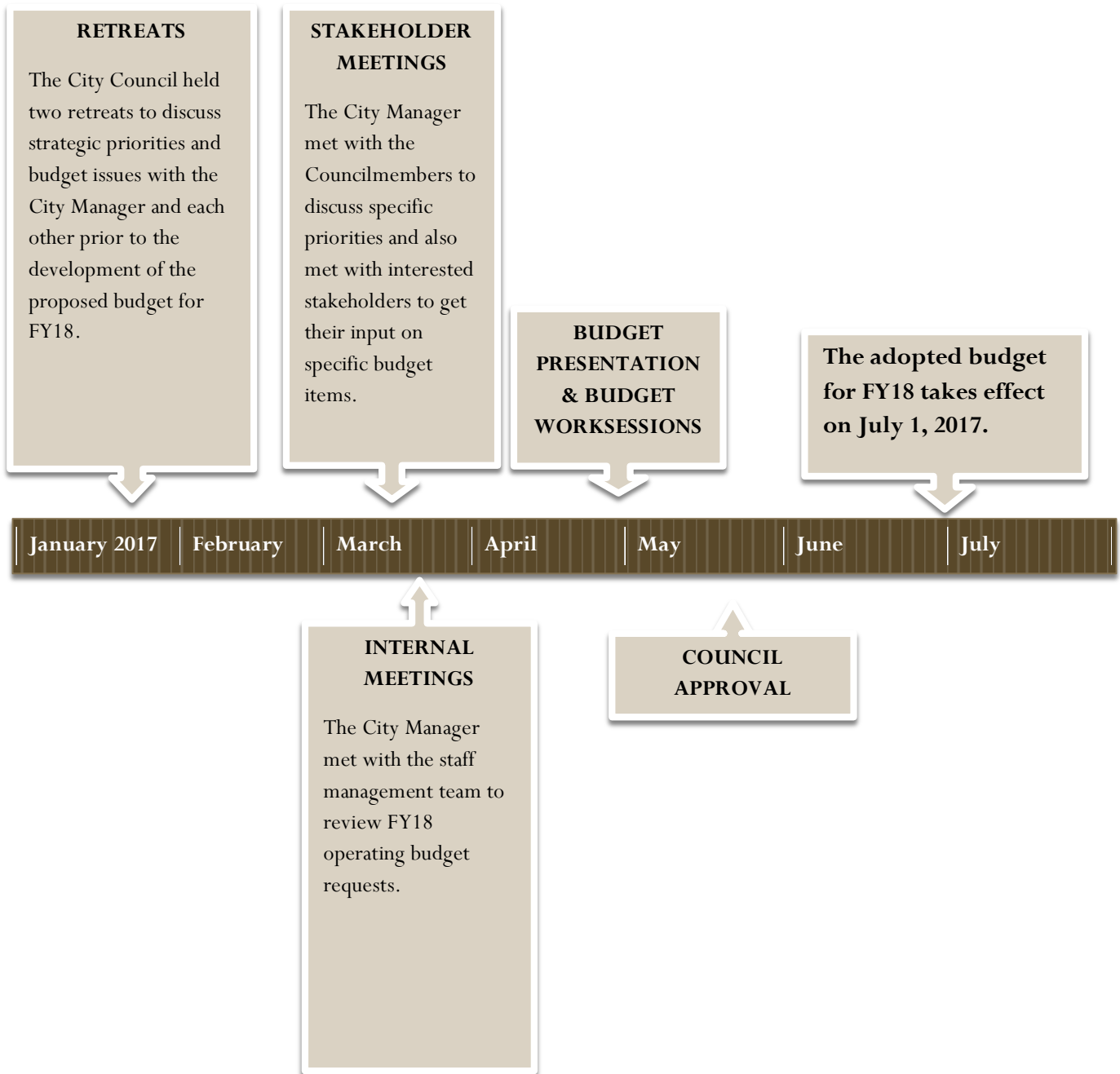
The City Charter requires the City Manager to submit a recommended budget to the City Council. In addition to the operating budget, a five-year Capital Improvement Plan (CIP) is presented for the Council's review.

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.

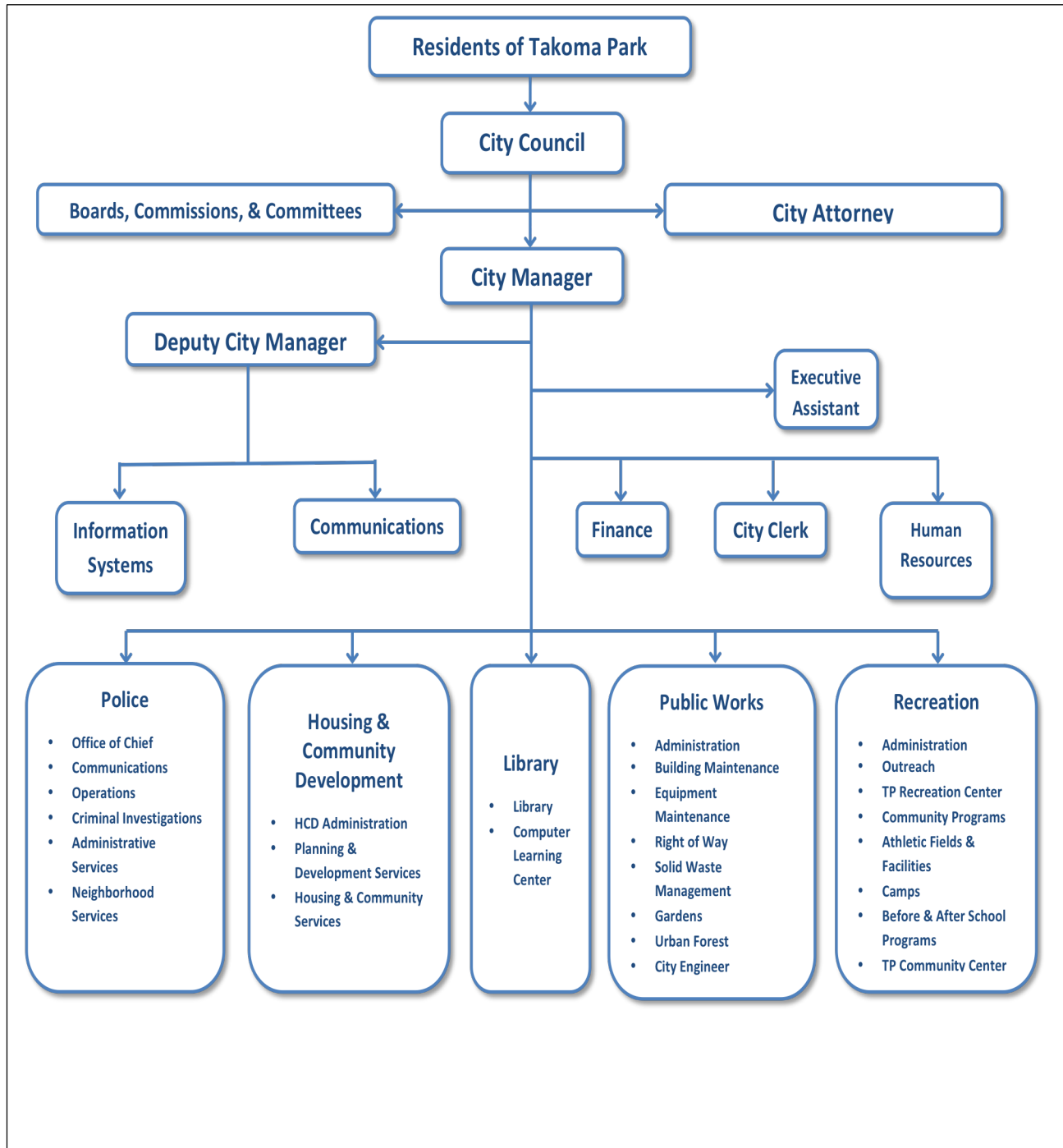
Budgetary control is maintained at the fund level. The City Manager may reallocate expenditures within the budget adopted by the Council, subject to such restrictions as the Council shall impose by ordinance. Changes in the total appropriation level for any given fund are enacted by the Council through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



# Budget Development Process



# Organizational Chart



# FY 2018 Budget at a Glance

- Total revenues (all funds) of \$32,505,962.
- Total expenditures (all funds) of \$40,461,381.
- Total General Fund revenues of \$24,989,500.
- Total General Fund expenditures of \$32,842,185.
- Assessable real property base (net) projected to increase by approximately \$146.3 million or 7.0 percent from FY17.
- Real property tax rate decreases to \$0.56 per \$100 of assessed valuation. Real property tax revenues increase by \$862,697 compared to FY17 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain at the \$3,513,643 level for the fifth year in a row.
- Staffing levels increase by 0.3 full-time equivalents. The net increase reflects a new Economic Development Planner position, the elimination of the Community Partnership position and adjustments to part-time hours.
- Anticipated General Fund expenditures of \$1.5 million for street, ADA sidewalk and Ethan Allen Gateway improvements. General Fund expenditures also include \$849,000 for the Flower Avenue Green Street Project to be paid by City’s issuance of a \$2 million Transportation Bond. The costs of Library design and renovation will be funded by a \$7 million Library Bond.
- Continued funding (\$140,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$800,000 to the Equipment Replacement Reserve Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including police cars, backhoe and leaf collection vacuums.
- Contribution of \$300,000 to replenish the Facility Maintenance Reserve.

# FY 2018 Budget at a Glance

- Financial support for the Art Commission (\$17,280), the Takoma Park Independence Day Committee (\$17,500), the Takoma Park Folk Festival (\$20,000), and \$125,000 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 continue Council priorities of Housing Reserve Fund (\$300,000), Partnership Program (\$100,000) and fair tax duplication payments (lobbying assistance and graphic design work), as well as funding for a Community Survey (\$50,000), and improving police community relations (\$40,000).
- Expenditures of \$810,350 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, and bio-retention projects.
- Funding in the amount of \$5,473,386 in Special Revenue Funds for special projects, including \$1.3 million in grant funds for the Ethan Allen Gateway Streetscape Project, \$1 million for the Flower Avenue Green Street Project, and \$125,000 funding for Sligo Mill Overlook park construction, bicycle facility improvements, and audio-visual facility improvements.
- Anticipated expenditure of \$1,335,460 from Speed Camera Fund revenues. Expenditures include payments to the program contractor, funding for the field equipment, and \$50,000 for police office renovation.
- Contribution of \$100,000 in excess of the actuarially recommended contribution amount for the Police Employees' Retirement Plan.

# Personnel Schedule

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





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# Financial Structure Overview

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

## General Fund

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

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

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

# Financial Structure Overview

## Stormwater Management Fund

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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, 2017

	General <u>Fund</u>	Stormwater Management <u>Fund</u>	Special Revenue <u>Funds</u>	Speed Camera <u>Fund</u>	<u>Total</u>
<b>FY 2018 Revenues</b>	24,989,500	814,950	5,389,512	1,312,000	32,505,962
<b>FY 2018 Expenditures</b>	32,842,185	810,350	5,473,386	1,335,460	40,461,381
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(7,852,685)</b>	<b>4,600</b>	<b>(83,874)</b>	<b>(23,460)</b>	<b>(7,955,419)</b>
<b>Other Financing Sources (Uses)</b>					
<b>Bond proceeds</b>	9,000,000	-	-	-	9,000,000
<b>Operating transfers in (out)</b>	(20,950)	-	20,950	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>8,979,050</b>	<b>-</b>	<b>20,950</b>	<b>-</b>	<b>9,000,000</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>1,126,365</b>	<b>4,600</b>	<b>(62,924)</b>	<b>(23,460)</b>	<b>1,044,581</b>
<b>Fund Balance</b>					
<b>Beginning of year</b>	10,983,260	72,205	2,987,317	443,138	14,485,920
<b>End of year</b>	12,109,625	76,805	2,924,393	419,678	15,530,501

# General Fund Summary

	Audited FY14	Audited FY15	Audited FY16	Adopted FY17	Projected FY17	Proposed FY18
<b>REVENUES</b>						
Taxes and utility fees	14,582,032	14,768,705	16,142,419	15,931,903	16,311,420	17,149,066
Licenses and permits	81,745	76,102	87,315	76,804	76,448	76,704
Fines and forfeitures	252,499	310,977	482,986	505,000	398,000	405,000
Use of money and property	26,134	29,728	53,214	22,000	15,350	17,000
Charges for service	1,149,875	1,165,613	1,141,780	1,178,530	1,184,705	1,141,450
Intergovernmental	5,608,108	6,089,787	5,818,760	6,165,493	6,056,873	6,123,280
Miscellaneous	54,639	149,143	215,008	71,500	77,000	77,000
<b>Total Revenues</b>	<b>21,755,032</b>	<b>22,590,055</b>	<b>23,941,482</b>	<b>23,951,230</b>	<b>24,119,796</b>	<b>24,989,500</b>
<b>EXPENDITURES</b>						
General Government	2,677,802	2,841,800	3,053,281	3,119,326	2,937,560	3,317,457
Police	6,458,154	6,717,977	7,246,838	7,717,474	7,601,111	7,939,918
Public Works	4,275,607	4,219,023	4,618,791	4,882,170	4,765,050	5,023,195
Recreation	1,393,123	1,507,045	1,582,574	1,931,186	1,789,755	1,929,577
Housing and Community Development	1,415,762	1,566,810	1,517,686	1,758,172	1,568,578	1,777,790
Communications	426,521	468,120	500,162	598,460	512,460	593,180
Library	1,121,051	1,129,615	1,181,498	1,281,304	1,243,425	1,355,370
Non-Departmental	1,088,265	1,026,403	1,120,833	1,952,675	1,686,000	1,843,928
Capital Outlay	2,494,848	2,674,039	1,783,457	4,511,492	2,839,524	8,151,610
Debt Service	373,529	384,948	1,902,426	780,000	360,000	910,160
<b>Total Expenditures</b>	<b>21,724,662</b>	<b>22,535,780</b>	<b>24,507,546</b>	<b>28,532,259</b>	<b>25,303,463</b>	<b>32,842,185</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>30,370</b>	<b>54,275</b>	<b>(566,064)</b>	<b>(4,581,029)</b>	<b>(1,183,667)</b>	<b>(7,852,685)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Bond proceeds	-	-	1,579,730	1,000,000	-	9,000,000
Capital lease	-	-				
Sale of property	-	-				
Operating transfers in (out)	(5,465)	(13,014)	(27,108)	(450)	(84,934)	(20,950)
<b>Total Other Financing Sources (Uses)</b>	<b>(5,465)</b>	<b>(13,014)</b>	<b>1,552,622</b>	<b>999,550</b>	<b>(84,934)</b>	<b>8,979,050</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>24,905</b>	<b>41,261</b>	<b>986,558</b>	<b>(3,581,479)</b>	<b>(1,268,601)</b>	<b>1,126,365</b>
<b>FUND BALANCE</b>						
Beginning of year	11,199,137	11,224,042	11,265,303	12,251,861	12,251,861	10,983,260
End of year	11,224,042	11,265,303	12,251,861	8,670,382	10,983,260	12,109,625



## General Fund - Fund Balance Projection Detail

	As Of June 30, 2016	Additions	Deletions	As Of June 30, 2017	Additions	Deletions	As Of June 30, 2018
Emergency Reserve	455,069	-	-	455,069	-	-	455,069
Equipment Replacement Reserve	3,844,655	800,000	1,043,101	3,601,554	800,000	381,917	4,019,637
WSSC Contribution for Future Street Work	96,369	-	-	96,369	-	-	96,369
Facility Maintenance Reserve	596,330	-	61,233	535,097	300,000	224,000	611,097
NonSpendable-Prepaid, Deposits, Inventory	7,831	7,153	3,000	11,984	-	3,000	8,984
Designated for Subsequent Year Expenditures	2,324,965	-	1,056,364	1,268,601	-	1,268,601	-
Housing Reserve	-	400,000	50,000	350,000	300,000	350,000	300,000
Bond Reserve	-	-	-	-	3,500,000	-	3,500,000
Total Reserved/NonSpendable Fund Balance	7,325,219	1,207,153	2,213,698	6,318,674	4,900,000	2,227,518	8,991,156
Total Unassigned Fund Balance	4,926,642	-	262,056	4,664,586	-	1,546,117	3,118,469
Total Fund Balance	12,251,861			10,983,260			12,109,625

# General Fund Revenues

REVENUES BY SOURCE	Audited FY14	Audited FY15	Audited FY16	Adopted FY17	Estimated FY17	Proposed FY18
<b>Taxes and Utility Fees</b>						
Real Property	10,974,639	11,016,039	11,516,876	11,716,551	12,036,644	12,579,248
Personal Property	338,582	339,906	375,018	359,600	375,000	375,000
RR and Public Utilities	179,065	205,203	220,552	215,000	225,000	235,500
Penalties and Interest	43,195	48,066	64,336	36,000	100,000	100,000
Admission and Amusement	128,806	122,970	134,062	125,000	130,000	134,000
Additions and Abatements	(43,185)	(64,967)	(8,713)	(35,000)	(50,000)	(35,000)
Highway	289,165	303,608	346,015	364,752	344,776	360,318
Income Tax	2,671,765	2,797,878	3,494,273	3,150,000	3,150,000	3,400,000
<b>Total--Taxes and Utility Fees</b>	<b>14,582,032</b>	<b>14,768,704</b>	<b>16,142,419</b>	<b>15,931,903</b>	<b>16,311,420</b>	<b>17,149,066</b>
<b>Licenses and Permits</b>	<b>81,745</b>	<b>76,102</b>	<b>87,315</b>	<b>76,804</b>	<b>76,448</b>	<b>76,704</b>
<b>Fines and Forfeitures</b>	<b>252,499</b>	<b>310,977</b>	<b>482,986</b>	<b>505,000</b>	<b>398,000</b>	<b>405,000</b>
<b>Use of Money and Property</b>	<b>26,134</b>	<b>29,728</b>	<b>53,214</b>	<b>22,000</b>	<b>15,350</b>	<b>17,000</b>
<b>Charges for Services</b>						
Inspection Fees	321,172	322,448	318,668	311,000	324,979	338,600
Public Parking Facilities	82,527	94,197	104,123	95,000	95,000	95,000
Waste Collection & Disposal Charges	73,066	72,192	69,011	71,000	71,000	71,000
Recreation Programs and Services	524,403	523,822	495,384	554,200	545,976	497,600
Library Fines and Fees	32,338	33,782	26,121	35,500	35,500	33,000
Passport Services	70,850	74,220	81,613	67,000	67,000	60,000
Copying	7	29	-	100	-	-
Telephone Commissions	17	10	-	30	30	30
Special Trash Pickup	7,930	7,945	8,435	8,000	8,000	8,500
Recyclable Sales	1,061	1,031	238	3,000	500	1,000
Mulch Sales	25,155	22,925	22,755	22,000	22,000	22,000
Advertising--Bus Shelters	5,785	7,504	9,873	6,000	9,000	9,000
Farmer's Market	5,564	5,508	5,559	5,700	5,720	5,720
<b>Total--Charges for Services</b>	<b>1,149,875</b>	<b>1,165,613</b>	<b>1,141,780</b>	<b>1,178,530</b>	<b>1,184,705</b>	<b>1,141,450</b>
<b>Intergovernmental Revenues</b>						
Police Protection (State)	420,029	433,382	401,570	437,295	437,295	437,300
State & County Projects	65,135	191,616	181,797	168,875	47,047	91,743
State Grants - other	5,643	5,643	5,643	5,643	5,643	5,643
Bank Share Tax	-	5,000	-	-	-	-
Library Aid	133,959	145,801	154,498	158,225	158,225	154,043
Police Rebate	952,413	920,996	930,658	986,340	986,000	1,012,888
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	87,650	87,650	85,020	85,020	85,020	85,020
Hotel Motel Tax	98,161	110,893	118,598	110,000	110,000	115,000
Cable Franchise Fees	246,827	250,223	250,290	242,718	245,000	246,000
Cable--Operating	74,648	424,939	177,043	457,734	469,000	462,000
Chesapeake Bay Trust Grant	10,000	-	-	-	-	-
<b>Total--Intergovernmental Revenues</b>	<b>5,608,108</b>	<b>6,089,787</b>	<b>5,818,760</b>	<b>6,165,493</b>	<b>6,056,873</b>	<b>6,123,280</b>

# General Fund Revenues

<b>REVENUES BY SOURCE</b>	<b>Audited FY14</b>	<b>Audited FY15</b>	<b>Audited FY16</b>	<b>Adopted FY17</b>	<b>Estimated FY17</b>	<b>Proposed FY18</b>
<b>Miscellaneous</b>						
Tree Fund	15,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	1,268	412	615	1,000	500	1,000
Other	29,347	28,703	112,852	25,000	28,000	30,000
Insurance Claims	-	13,628	40,037	-	5,000	-
Administrative Fees--Parking	2,920	5,910	7,980	5,500	5,500	6,000
Federal Grant	1,439	2,650	4,278	-	-	-
Sale of City Property	4,245	3,415	22,196	12,000	12,000	12,000
Donations	420	69,425	2,050	3,000	1,000	3,000
<b>Total--Miscellaneous</b>	<b>54,639</b>	<b>149,143</b>	<b>215,008</b>	<b>71,500</b>	<b>77,000</b>	<b>77,000</b>
<b>Total General Fund Revenues</b>	<b>21,755,032</b>	<b>22,590,055</b>	<b>23,941,482</b>	<b>23,951,230</b>	<b>24,119,796</b>	<b>24,989,500</b>

# Stormwater Management Fund Summary

	Audited FY14	Audited FY15	Audited FY16	Adopted FY17	Estimated FY17	Proposed FY18
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	50	2,800	6,179	1,000	1,000	1,000
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	410,075	418,663	410,472	414,000	413,850	695,200
Intergovernmental	20,070	-	-	168,750	55,000	113,750
Miscellaneous	5,218	4,991	4,962	5,000	9,028	5,000
<b>Total Revenues</b>	<b>435,413</b>	<b>426,454</b>	<b>421,613</b>	<b>588,750</b>	<b>478,878</b>	<b>814,950</b>
<b>EXPENDITURES</b>						
Public Works	282,154	331,035	351,623	381,750	394,800	456,000
Capital outlay	137,060	126,841	152,397	298,750	185,000	354,350
<b>Total Expenditures</b>	<b>419,214</b>	<b>457,876</b>	<b>504,020</b>	<b>680,500</b>	<b>579,800</b>	<b>810,350</b>
Excess (deficiency) of revenues over expenditures	16,199	(31,422)	(82,407)	(91,750)	(100,922)	4,600
<b>OTHER FINANCING SOURCES (USES)</b>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	16,199	(31,422)	(82,407)	(91,750)	(100,922)	4,600
<b>FUND BALANCE</b>						
Beginning of year	270,757	286,956	255,534	173,127	173,127	72,205
End of year	286,956	255,534	173,127	81,377	72,205	76,805

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

# Special Revenue Funds Summary

	Audited FY14	Audited FY15	Audited FY16	Adopted FY17	Projected FY17	Proposed FY18
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,247,118	1,469,501	1,224,944	3,337,810	664,984	5,349,512
Miscellaneous	31,726	38,613	37,750	40,000	40,000	40,000
<b>Total Revenues</b>	<b>1,278,844</b>	<b>1,508,114</b>	<b>1,262,694</b>	<b>3,377,810</b>	<b>704,984</b>	<b>5,389,512</b>
<b>EXPENDITURES</b>						
General Government	15,232	15,350	248,301	254,450	331,770	214,950
Police	10,173	1,842	18,096	-	-	-
Public Works	51,825	60,891	186,207	960,745	508,752	1,292,522
Housing and Community Development	221,431	285,057	212,417	747,750	327,162	160,042
Recreation	-	-	6,750	7,930	146	5,300
Capital outlay	347,126	1,303,363	107,469	1,256,000	-	3,800,572
<b>Total Expenditures</b>	<b>645,787</b>	<b>1,666,503</b>	<b>779,240</b>	<b>3,226,875</b>	<b>1,167,830</b>	<b>5,473,386</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>633,057</b>	<b>(158,389)</b>	<b>483,454</b>	<b>150,935</b>	<b>(462,846)</b>	<b>(83,874)</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
Operating transfers in (out)	5,465	13,014	27,108	450	84,934	20,950
<b>Total Other Financing Sources (Uses)</b>	<b>5,465</b>	<b>13,014</b>	<b>27,108</b>	<b>450</b>	<b>84,934</b>	<b>20,950</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>638,522</b>	<b>(145,375)</b>	<b>510,562</b>	<b>151,385</b>	<b>(377,912)</b>	<b>(62,924)</b>
<b>FUND BALANCE</b>						
Beginning of year	2,361,520	3,000,042	2,854,667	3,365,229	3,365,229	2,987,317
End of year	3,000,042	2,854,667	3,365,229	3,516,614	2,987,317	2,924,393

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

# Speed Camera Fund Summary

	Audited FY14	Audited FY15	Audited FY16	Adopted FY17	Estimated FY17	Proposed FY18
<b>REVENUES</b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,702,807	1,747,787	1,561,395	1,300,000	1,300,000	1,300,000
Use of money and property	878	1,172	5,052	2,500	14,000	12,000
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,703,685</b>	<b>1,748,959</b>	<b>1,566,447</b>	<b>1,302,500</b>	<b>1,314,000</b>	<b>1,312,000</b>
<b>EXPENDITURES</b>						
Police	1,209,350	1,229,960	1,146,461	1,224,417	1,243,190	1,245,560
Capital Outlay	423,380	71,056	667,575	39,800	28,000	89,900
<b>Total Expenditures</b>	<b>1,632,730</b>	<b>1,301,016</b>	<b>1,814,036</b>	<b>1,264,217</b>	<b>1,271,190</b>	<b>1,335,460</b>
<b>Excess (deficiency) of revenues</b>						
over expenditures	70,955	447,943	(247,589)	38,283	42,810	(23,460)
<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	70,955	447,943	(247,589)	38,283	42,810	(23,460)
<b>FUND BALANCE</b>						
Beginning of year	129,019	199,974	647,917	400,328	400,328	443,138
End of year	199,974	647,917	400,328	438,611	443,138	419,678

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 FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</i>
<i>General Management</i>	4.00	3.50	3.00
<i>Finance</i>	5.50	5.50	5.50
<i>Information Systems</i>	3.50	3.50	3.50
<i>Human Resources</i>	2.00	2.00	2.00
<i>City Clerk</i>	2.50	2.75	2.75
<b><i>Department Total FTEs</i></b>	<b>17.50</b>	<b>17.25</b>	<b>16.75</b>

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Passport Service</i>	81,613	67,000	67,000	60,000
<i>Investment Earnings</i>	42,728	22,000	15,350	17,000
<b><i>Subtotal</i></b>	<b>124,341</b>	<b>89,000</b>	<b>82,350</b>	<b>77,000</b>
<i>General Fund</i>	2,928,940	3,030,326	2,855,210	3,240,457
<b><i>Department Total</i></b>	<b>3,053,281</b>	<b>3,119,326</b>	<b>2,937,560</b>	<b>3,317,457</b>

# Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	<i>1,517,601</i>	<i>1,509,320</i>	<i>1,467,100</i>	<i>1,565,500</i>
<i>Fringe Benefits</i>	<i>570,944</i>	<i>549,500</i>	<i>565,100</i>	<i>581,500</i>
<i>Overtime</i>	<i>35,335</i>	<i>15,000</i>	<i>12,000</i>	<i>13,000</i>
<i>Employee Recognition</i>	<i>3,085</i>	<i>570</i>	<i>540</i>	<i>5,565</i>
<b><i>Personnel Subtotal</i></b>	<b><i>2,126,965</i></b>	<b><i>2,074,390</i></b>	<b><i>2,044,740</i></b>	<b><i>2,165,565</i></b>
<i>Supplies</i>	<i>34,170</i>	<i>31,300</i>	<i>26,620</i>	<i>26,400</i>
<i>Services and Charges</i>	<i>728,427</i>	<i>818,736</i>	<i>697,600</i>	<i>924,042</i>
<i>Miscellaneous</i>	<i>163,719</i>	<i>194,900</i>	<i>168,600</i>	<i>201,450</i>
<b><i>Department Total</i></b>	<b><i>3,053,281</i></b>	<b><i>3,119,326</i></b>	<b><i>2,937,560</i></b>	<b><i>3,317,457</i></b>

<i>Dept. Expenditures by Division</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Legislative</i>	<i>195,242</i>	<i>210,630</i>	<i>194,400</i>	<i>259,095</i>
<i>General Management</i>	<i>762,176</i>	<i>685,620</i>	<i>648,460</i>	<i>715,590</i>
<i>Finance</i>	<i>636,477</i>	<i>610,880</i>	<i>605,330</i>	<i>649,630</i>
<i>Legal Services</i>	<i>263,590</i>	<i>316,639</i>	<i>244,100</i>	<i>302,700</i>
<i>Information Systems</i>	<i>615,827</i>	<i>655,552</i>	<i>627,190</i>	<i>658,207</i>
<i>Human Resources</i>	<i>313,302</i>	<i>324,005</i>	<i>315,790</i>	<i>415,060</i>
<i>City Clerk</i>	<i>266,667</i>	<i>316,000</i>	<i>302,290</i>	<i>317,175</i>
<b><i>Department Total</i></b>	<b><i>3,053,281</i></b>	<b><i>3,119,326</i></b>	<b><i>2,937,560</i></b>	<b><i>3,317,457</i></b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are \$198,131 higher — an increase of 6.4 percent — compared to budgeted expenditures for FY17. The variance is due in part to expected increases in personnel expenses, including the addition of a full time intern in Human Resources, funds for a compensation and classification study, and funds for election related expenses, which were not in last year's budget.*
- *Approximately 65 percent of departmental expenditures are personnel related (which is the same as FY17).*
- *Approximately 28 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, computer and technology hardware, and software maintenance fees.*
- *Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.*



# Legislative

## Division Purpose:

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

<b>Division Expenditures</b>	<b>Actual FY16</b>	<b>Adopted FY17</b>	<b>Estimated FY17</b>	<b>Proposed FY18</b>
<i>Legislative</i>	195,242	210,630	194,400	259,095
<b>Division Total</b>	<b>195,242</b>	<b>210,630</b>	<b>194,400</b>	<b>259,095</b>

<b>Division Expenditures by Type</b>	<b>Actual FY16</b>	<b>Adopted FY17</b>	<b>Estimated FY17</b>	<b>Proposed FY18</b>
<i>Wages</i>	76,852	77,800	77,500	80,000
<i>Fringe Benefits</i>	37,094	42,000	36,500	30,500
<i>Overtime</i>	-	-	-	-
<b>Personnel Subtotal</b>	<b>113,946</b>	<b>119,800</b>	<b>114,000</b>	<b>110,500</b>
<i>Supplies</i>	92	-	-	-
<i>Services and Charges</i>	43,621	53,580	39,400	91,595
<i>Miscellaneous</i>	37,583	37,250	41,000	57,000
<b>Division Total</b>	<b>195,242</b>	<b>210,630</b>	<b>194,400</b>	<b>259,095</b>

# Legislative

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$48,465 higher than budgeted for FY 2017, an increase of 23 percent.*
- *The Legislative Division budget typically varies from year to year due to the biennial election. The next election will take place in FY 2018. Election expenditures for the November 2017 election are budgeted at \$15,000.*
- *Approximately 43 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count.*
- *Members of the City Council may elect to receive health benefits at 50 percent of the lowest cost base plan available to employees.*
- *Every four years, the Council appoints a Compensation Committee to recommend changes, if any, to the salary and compensation of the City Council. Until the next Compensation Committee is appointed and submits its findings, the City Council's salary is adjusted according to the 12-month percent of change in the annual Wage and Salaried Employment Cost Index for State and Local Government calculated as of December of the prior year, or 0.0%, whichever is greater.*
- *Services and Charges account for about 35 percent of the division budget. This category includes contractual lobbying assistance (\$62,000), consultant funds (\$25,000), and the cost of cell phones for the City Council (\$3,595). The lobbying assistance includes advocacy for the City at both the State and County levels.*
- *Miscellaneous expenditures account for approximately 22 percent of the legislative budget. This category includes expenses for the 2017 election (\$15,000), expenditures associated with City Council meetings and receptions (\$5,000), funding to support the work of the Council-appointed boards, commissions and committees (\$2,000), and conference attendance and training for the Council (\$27,000).*

# General Management

## Division Purpose:

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

## Management Objectives:

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

# General Management

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>General Management</i>	762,176	685,620	648,460	715,590
<b><i>Division Total</i></b>	<b>762,176</b>	<b>685,620</b>	<b>648,460</b>	<b>715,590</b>

<i>Division Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	452,137	415,700	396,100	405,000
<i>Fringe Benefits</i>	146,544	135,500	136,600	138,500
<i>Overtime</i>	11,916	6,000	500	1,000
<i>Employee Recognition</i>	150	120	90	150
<b><i>Personnel Subtotal</i></b>	<b>610,747</b>	<b>557,320</b>	<b>533,290</b>	<b>544,650</b>
<i>Supplies</i>	9,927	11,000	8,320	10,000
<i>Services and Charges</i>	60,514	44,600	36,650	87,940
<i>Miscellaneous</i>	80,988	72,700	70,200	73,000
<b><i>Division Total</i></b>	<b>762,176</b>	<b>685,620</b>	<b>648,460</b>	<b>715,590</b>

# General Management

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$29,970 higher — an increase of 4.4 percent — compared to budgeted expenditures for FY17. This increase is attributable to the addition of funds in the FY18 budget for a contracted community survey.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Services and charges account for 12.3 percent of division expenditures. This category includes items such as telephone charges (\$8,500), copying/printing costs (\$19,000) and contractual services (\$52,500). In 2018, the City is planning to conduct a Community Survey which is estimated to cost \$50,000.*
- *Approximately 10 percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$44,300.*



# Finance

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Finance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Director of Finance</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Account Clerk II</i>	2.00	2.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Budget Specialist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>5.50</b>	<b>5.50</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Finance</i>	636,477	610,880	605,330	649,630
<b><i>Division Total</i></b>	<b>636,477</b>	<b>610,880</b>	<b>605,330</b>	<b>649,630</b>

<i>Division Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	387,607	360,500	354,500	367,500
<i>Fringe Benefits</i>	148,573	138,500	147,500	160,000
<i>Overtime</i>	5,238	1,500	2,700	2,500
<i>Employee Recognition</i>	1,180	180	180	3,180
<b><i>Personnel Subtotal</i></b>	<b>542,598</b>	<b>500,680</b>	<b>504,880</b>	<b>533,180</b>
<i>Supplies</i>	2,390	4,000	3,800	4,000
<i>Services and Charges</i>	90,600	93,100	93,150	103,450
<i>Miscellaneous</i>	889	13,100	3,500	9,000
<b><i>Division Total</i></b>	<b>636,477</b>	<b>610,880</b>	<b>605,330</b>	<b>649,630</b>

# Finance

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Transitions in division expenditures are \$38,750 higher – an increase of 6.3 percent – compared to budgeted expenditures for FY17. The variance is attributable to the increase in fringe benefit costs. Additional funds are provided for printing, copying and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$116,450 or about 18 percent, of division expenditures. The increase in services and charges is due to the estimated increased cost of new independent auditing services for the next five years.*

# Legal

## Division Purpose:

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

## Management Objectives:

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

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

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

# Legal

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

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

# Information Systems

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Information Systems

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Information Technology Manager</i>	1.00	1.00
<i>Information Technology Specialist</i>	2.00	2.00
<i>Administrative Assistant</i>	0.50	0.50
<b><i>Division Total FTEs</i></b>	<b>3.50</b>	<b>3.50</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Information Systems</i>	615,827	655,552	627,190	658,207
<b><i>Division Total</i></b>	<b>615,827</b>	<b>655,552</b>	<b>627,190</b>	<b>658,207</b>

<i>Division Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	234,446	257,500	247,000	264,000
<i>Fringe Benefits</i>	101,840	104,500	104,500	110,000
<i>Overtime</i>	6,192	3,000	4,000	3,000
<i>Employee Recognition</i>	105	120	90	1,120
<b><i>Personnel Subtotal</i></b>	<b>342,583</b>	<b>365,120</b>	<b>355,590</b>	<b>378,120</b>
<i>Supplies</i>	15,897	8,000	8,000	5,000
<i>Services and Charges</i>	256,054	274,832	256,500	267,487
<i>Miscellaneous</i>	1,293	7,600	7,100	7,600
<b><i>Division Total</i></b>	<b>615,827</b>	<b>655,552</b>	<b>627,190</b>	<b>658,207</b>

# Information Systems

## **Adopted to Estimated Actual FY17:**

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

## **FY18 Budget Highlights:**

- *Overall division expenditures are \$2,655 higher – an increase of 0.4 percent – compared to budgeted expenditures for FY17. Services and charges decreased due to lower software maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 57 percent of division expenditures are personnel costs.*
- *Services and charges account for 41 percent of division expenditures. All software licensing and vendor provided technical support costs are funded by this category. All expenses incurred for hardware and software used in network monitoring, internet access security, virus protection, spam blocking and content filtering also fall under this category. In addition, contractual expenses incurred with our network and security consultants fall in this section as well.*



# Human Resources

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Human Resources</i>	313,302	324,005	315,790	415,060
<b><i>Division Total</i></b>	<b>313,302</b>	<b>324,005</b>	<b>315,790</b>	<b>415,060</b>

<i>Division Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	188,660	197,000	195,500	224,000
<i>Fringe Benefits</i>	74,096	56,500	75,000	81,000
<i>Overtime</i>	7,207	2,000	4,200	4,000
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	60	60	90	650
<b><i>Personnel Subtotal</i></b>	<b>270,023</b>	<b>255,560</b>	<b>274,790</b>	<b>309,650</b>
<i>Supplies</i>	4,139	4,500	2,700	4,600
<i>Services and Charges</i>	2,612	10,295	1,650	57,160
<i>Miscellaneous</i>	36,528	53,650	36,650	43,650
<b><i>Division Total</i></b>	<b>313,302</b>	<b>324,005</b>	<b>315,790</b>	<b>415,060</b>

# Human Resources

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$91,055 higher – an increase of 28 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs, including the addition of an internship opportunity. It is also attributable to an increase in services and charges for a compensation study.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 14 percent of division expenditures.*
- *Approximately 11 percent of division expenditures are categorized as miscellaneous. This category includes \$35,000 for job announcements, background checks, and other employee recruitment costs.*

# City Clerk

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# City Clerk

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>City Clerk</i>	266,667	316,000	302,290	317,175
<b><i>Division Total</i></b>	<b>266,667</b>	<b>316,000</b>	<b>302,290</b>	<b>317,175</b>

<i>Division Expenditures by Type</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	177,899	200,820	196,500	225,000
<i>Fringe Benefits</i>	62,797	72,500	65,000	61,500
<i>Overtime</i>	4,782	2,500	600	2,500
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	1,590	90	90	465
<b><i>Personnel Subtotal</i></b>	<b>247,068</b>	<b>275,910</b>	<b>262,190</b>	<b>289,465</b>
<i>Supplies</i>	1,724	3,800	3,800	2,800
<i>Services and Charges</i>	12,548	28,790	28,850	16,410
<i>Miscellaneous</i>	5,327	7,500	7,450	8,500
<b><i>Division Total</i></b>	<b>266,667</b>	<b>316,000</b>	<b>302,290</b>	<b>317,175</b>

# City Clerk

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures for FY18 are proposed to increase slightly (by \$1,175) from FY17.*
- *Funding in the amount of \$25,000 is proposed for an intern to provide support related to City elections and City boards, commissions and committees.*
- *Approximately 91 percent of division expenditures are personnel related.*
- *Expenditures classified as supplies comprise around one percent of the division budget.*
- *Services and charges account for around five percent of the division budget. This category includes \$2,500 for codification of ordinances and web hosting of the City Code and \$5,300 for online form submission software and service.*
- *Miscellaneous charges account for approximately three percent of the budget.*

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# Department Summary

## Department Overview:

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

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

<b>Staffing Summary by Division (FTEs)</b>	<b>Actual FY16</b>	<b>Adopted FY17</b>	<b>Proposed FY18</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>	30.50	29.00	29.00
<i>Criminal Investigations</i>	11.80	11.80	11.80
<i>Administrative Services</i>	7.17	7.34	7.55
<i>Neighborhood Services</i>	-	4.50	4.50
<b>Department Total FTEs</b>	<b>59.47</b>	<b>62.64</b>	<b>62.85</b>

<b>Source of Funds</b>	<b>Actual FY16</b>	<b>Adopted FY17</b>	<b>Estimated FY17</b>	<b>Proposed FY18</b>
<i>Police Protection (State)</i>	401,570	437,295	437,295	437,000
<i>County Police Rebate</i>	930,658	986,340	986,000	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>	481,261	500,000	385,000	400,000
<i>Public Parking Facilities</i>	104,123	95,000	95,000	95,000
<i>Parking Permits</i>	10,574	10,000	10,000	10,000
<i>Parking Administrative Fees</i>	7,980	5,500	5,500	6,000
<i>Municipal Infractions</i>	-	5,000	13,000	5,000
<b>Subtotal</b>	<b>4,633,697</b>	<b>4,736,666</b>	<b>4,629,326</b>	<b>4,636,871</b>
<i>General Fund</i>	2,613,141	2,980,808	2,971,785	3,303,047
<b>Department Total</b>	<b>7,246,838</b>	<b>7,717,474</b>	<b>7,601,111</b>	<b>7,939,918</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	3,830,808	4,025,500	3,958,000	3,916,500
<i>Car and Clothing Allowances</i>	51,430	71,830	60,190	100,500
<i>Fringe Benefits</i>	2,224,914	2,430,668	2,291,000	2,552,500
<i>Overtime</i>	355,259	279,500	436,300	435,000
<i>Overtime -Training</i>	55,744	62,000	41,900	38,000
<i>Overtime -Holiday</i>	351	17,000	-	16,000
<i>Night Differential</i>	31,863	86,500	66,500	46,000
<i>Overtime -Court</i>	63,684	71,800	46,350	48,000
<i>Overtime Staffing</i>	30,927	27,000	56,600	31,000
<i>K-9 Allowance</i>	-	-	200	23,500
<i>Employee Recognition</i>	5,480	16,325	16,775	23,630
<b><i>Personnel Subtotal</i></b>	<b>6,650,460</b>	<b>7,088,123</b>	<b>6,973,815</b>	<b>7,230,630</b>
<i>Supplies</i>	235,297	268,020	250,733	292,500
<i>Services and Charges</i>	288,881	266,099	263,905	311,272
<i>Miscellaneous</i>	72,200	95,232	112,658	100,516
<b><i>Department Total</i></b>	<b>7,246,838</b>	<b>7,717,474</b>	<b>7,601,111</b>	<b>7,939,918</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Office of the Chief</i>	640,629	610,971	656,401	719,808
<i>Communications</i>	553,415	605,110	593,390	627,610
<i>Operations</i>	3,887,390	3,714,228	3,662,944	3,666,930
<i>Criminal Investigations</i>	1,415,989	1,494,130	1,582,803	1,611,210
<i>Administrative Services</i>	749,415	765,985	776,503	810,910
<i>Neighborhood Services</i>	-	527,050	329,070	503,450
<b><i>Department Total</i></b>	<b>7,246,838</b>	<b>7,717,474</b>	<b>7,601,111</b>	<b>7,939,918</b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are up \$222,444 – an increase of 2.9 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to personnel costs*
- *Approximately 91 percent of departmental expenditures are personnel related.*
- *Supplies account for about four percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials.*
- *Services and charges account for about four percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$135,000. Services and charges also include \$40,000 Community Policing Evaluation. The funds are approved by the council to evaluate the department's community policing and recommend best practices.*



# Office of the Chief

## Division Purpose:

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

## Management Objectives:

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



## Performance/Workload Measures:

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

# Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Chief of Police</i>	1.00	1.00
<i>Emergency Manager</i>	1.00	1.00
<i>PIO / Executive Assistant</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Office of the Chief</i>	640,629	610,971	656,401	719,808
<b><i>Division Total</i></b>	<b>640,629</b>	<b>610,971</b>	<b>656,401</b>	<b>719,808</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	234,679	238,500	242,000	255,000
<i>Car and Clothing Allowances</i>	1,494	1,500	1,500	2,000
<i>Fringe Benefits</i>	103,772	95,000	109,000	138,000
<i>Overtime</i>	2,715	3,000	5,000	3,500
<i>Overtime -Court</i>	-	-	150	-
<i>Overtime Staffing</i>	672	-	-	-
<i>Employee Recognition</i>	90	1,090	1,600	620
<b><i>Personnel Subtotal</i></b>	<b>343,423</b>	<b>339,090</b>	<b>359,250</b>	<b>399,120</b>
<i>Supplies</i>	24,245	22,150	25,065	24,400
<i>Services and Charges</i>	208,198	169,499	170,300	211,272
<i>Miscellaneous</i>	64,763	80,232	101,786	85,016
<b><i>Division Total</i></b>	<b>640,629</b>	<b>610,971</b>	<b>656,401</b>	<b>719,808</b>

# Office of the Chief

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$108,837 higher – an increase of 17.8 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to the increase in personnel costs, contractual services and miscellaneous costs.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Services and charges account for about 29.4 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$135,000.*
- *Approximately 12 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$17,000) and recruitment costs (\$10,000).*



# Communications

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

*\*\*only shows 4<sup>th</sup> quarter of 2016\*\**

# Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
Communications	553,415	605,110	593,390	627,610
<b>Division Total</b>	<b>553,415</b>	<b>605,110</b>	<b>593,390</b>	<b>627,610</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
Wages	356,241	355,000	357,000	367,500
Car and Clothing Allowances	3,360	2,400	1,680	2,400
Fringe Benefits	118,701	157,500	145,000	152,500
Overtime	39,214	30,000	38,500	39,000
Overtime -Training	-	1,000	-	-
Overtime -Holiday	351	3,000	-	3,000
Night Differential	5,893	13,500	14,500	13,500
Overtime Staffing	-	-	-	5,000
Employee Recognition	210	210	210	1,710
<b>Personnel Subtotal</b>	<b>523,970</b>	<b>562,610</b>	<b>556,890</b>	<b>584,610</b>
Supplies	4,005	3,000	3,000	3,500
Services and Charges	25,398	33,000	30,000	33,000
Miscellaneous	42	6,500	3,500	6,500
<b>Division Total</b>	<b>553,415</b>	<b>605,110</b>	<b>593,390</b>	<b>627,610</b>



# Communications

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$22,500 higher – an increase of 3.7 percent – compared to budgeted expenditures for FY17.*
- *Division FTEs remain unchanged.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Services and charges represent about five percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$30,000).*
- *Additional funds have been added to the miscellaneous line to update the dispatch office and replace worn equipment.*

# Operations

## Division Purpose:

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

## Management Objectives:

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



## Performance/Workload Measures:

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

# Operations

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Operations</i>	3,887,390	3,714,228	3,662,944	3,666,930
<b><i>Division Total</i></b>	<b>3,887,390</b>	<b>3,714,228</b>	<b>3,662,944</b>	<b>3,666,930</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	2,009,206	1,886,000	1,881,500	1,697,500
<i>Car and Clothing Allowances</i>	31,396	47,480	40,000	71,000
<i>Fringe Benefits</i>	1,344,858	1,262,168	1,152,000	1,300,000
<i>Overtime</i>	202,572	150,000	280,000	280,000
<i>Overtime -Training</i>	51,708	55,000	33,000	33,500
<i>Overtime -Holiday</i>	-	9,000	-	9,000
<i>Night Differential</i>	20,169	60,000	41,000	20,000
<i>Overtime -Court</i>	60,271	66,500	38,500	40,000
<i>Overtime Staffing</i>	29,169	25,000	56,000	25,000
<i>K-9 Allowance</i>	-	-	200	23,500
<i>Employee Recognition</i>	3,400	7,500	7,500	5,930
<b><i>Personnel Subtotal</i></b>	<b>3,752,749</b>	<b>3,568,648</b>	<b>3,529,700</b>	<b>3,505,430</b>
<i>Supplies</i>	129,675	142,080	130,530	155,500
<i>Services and Charges</i>	2,424	2,000	2,214	5,000
<i>Miscellaneous</i>	2,542	1,500	500	1,000
<b><i>Division Total</i></b>	<b>3,887,390</b>	<b>3,714,228</b>	<b>3,662,944</b>	<b>3,666,930</b>

# Operations

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$47,298 less - a decrease of 1.3 percent - compared to budgeted expenditures for FY 17.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about four percent of division expenditures. This category includes gasoline and expenses related to vehicle repairs.*

# Criminal Investigations

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Sergeant</i>	2.00	2.00
<i>Police Officer</i>	6.00	6.00
<i>Victim / Witness Coordinator</i>	0.80	0.80
<i>Crime Analyst</i>	1.00	1.00
<i>Evidence Specialist</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>11.80</b>	<b>11.80</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Criminal Investigations</i>	1,415,989	1,494,130	1,582,803	1,611,210
<b><i>Division Total</i></b>	<b>1,415,989</b>	<b>1,494,130</b>	<b>1,582,803</b>	<b>1,611,210</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	840,675	842,000	872,000	880,000
<i>Car and Clothing Allowances</i>	12,240	14,220	12,240	18,000
<i>Fringe Benefits</i>	406,736	483,500	535,000	535,000
<i>Overtime</i>	100,144	83,500	97,500	97,500
<i>Overtime--Training</i>	4,036	4,500	3,900	4,500
<i>Overtime--Holiday</i>	-	4,000	-	4,000
<i>Night Differential</i>	5,802	12,500	11,000	12,500
<i>Overtime--Court</i>	3,414	5,000	7,700	8,000
<i>Overtime--Staff Shortage</i>	1,086	2,000	600	1,000
<i>Employee Recognition</i>	1,360	4,000	4,000	9,860
<b><i>Personnel Subtotal</i></b>	<b>1,375,493</b>	<b>1,455,220</b>	<b>1,543,940</b>	<b>1,570,360</b>
<i>Supplies</i>	40,064	33,910	34,250	34,850
<i>Services and Charges</i>	-	3,000	2,491	3,000
<i>Miscellaneous</i>	432	2,000	2,122	3,000
<b><i>Division Total</i></b>	<b>1,415,989</b>	<b>1,494,130</b>	<b>1,582,803</b>	<b>1,611,210</b>

# Criminal Investigations

## **Adopted to Estimated Actual FY17:**

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

## **FY18 Budget Highlights:**

- *Division expenditures are \$117,080 higher– an increase of 7.8 percent - compared to budgeted expenditures for FY17.*
- *The budgetary increase is attributable to personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 97 percent of division expenditures are personnel related.*

# Administrative Services

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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



# Administrative Services

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administrative Services</i>	749,415	765,985	776,503	810,910
<b><i>Division Total</i></b>	<b>749,415</b>	<b>765,985</b>	<b>776,503</b>	<b>810,910</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	390,006	389,500	392,000	416,500
<i>Car and Clothing Allowances</i>	2,940	5,030	4,290	5,500
<i>Fringe Benefits</i>	250,847	252,500	264,000	268,000
<i>Overtime</i>	10,613	10,000	10,000	10,000
<i>Overtime--Training</i>	-	1,500	-	-
<i>Overtime--Holiday</i>	-	1,000	-	-
<i>Night Differential</i>	-	500	-	-
<i>Overtime--Court</i>	-	300	-	-
<i>Employee Recognition</i>	420	3,375	3,375	4,860
<b><i>Personnel Subtotal</i></b>	<b>654,826</b>	<b>663,705</b>	<b>673,665</b>	<b>704,860</b>
<i>Supplies</i>	37,307	39,880	40,388	43,250
<i>Services and Charges</i>	52,861	57,400	57,700	57,800
<i>Miscellaneous</i>	4,421	5,000	4,750	5,000
<b><i>Division Total</i></b>	<b>749,415</b>	<b>765,985</b>	<b>776,503</b>	<b>810,910</b>

# Administrative Services

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$44,925 higher— an increase of 5.86 percent — compared to budgeted expenditures for FY17.*
- *The increase is due to higher personnel costs.*
- *Division FTEs are 0.21 higher due to the scheduling of crossing guard.*
- *Approximately 87 percent of division expenditures are personnel related.*
- *Approximately five percent of division expenditures are categorized as supplies.*
- *Services and charges represent about seven percent of division expenditures. This category includes telephone, printing, and copying charges of \$57,800.*

# Neighborhood Services

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Neighborhood Services

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administrative Services</i>	-	527,050	329,070	503,450
<b><i>Division Total</i></b>	-	527,050	329,070	503,450

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	-	314,500	213,500	300,000
<i>Car and Clothing Allowances</i>	-	1,200	480	1,600
<i>Fringe Benefits</i>	-	180,000	86,000	159,000
<i>Overtime</i>	-	3,000	5,300	5,000
<i>Overtime - Training</i>	-	-	5,000	-
<i>Overtime - Holiday</i>	-	-	-	-
<i>Employee Recognition</i>	-	150	90	650
<b><i>Personnel Subtotal</i></b>	-	498,850	310,370	466,250
<i>Supplies</i>	-	27,000	17,500	31,000
<i>Services and Charges</i>	-	1,200	1,200	1,200
<i>Miscellaneous</i>	-	-	-	5,000
<b><i>Division Total</i></b>	-	527,050	329,070	503,450

# Neighborhood Services

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

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



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# Department Summary

## Department Overview:

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

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

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

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Highway User Fees</i>	346,015	364,752	337,000	350,000
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	69,011	71,000	71,000	71,000
<i>Recyclable Sales</i>	238	3,000	500	1,000
<i>Mulch Sales</i>	22,755	22,000	22,000	22,000
<i>Special Trash Pickup</i>	8,435	8,000	8,000	8,500
<i>Excavation/Driveway Permits</i>	4,233	3,000	3,000	3,000
<i>Tree Permits</i>	10,575	10,000	10,000	10,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
<b><i>Subtotal</i></b>	<b>1,229,461</b>	<b>1,249,951</b>	<b>1,219,699</b>	<b>1,233,699</b>
<i>General Fund</i>	3,389,330	3,632,219	3,545,351	3,789,496
<b><i>Department Total</i></b>	<b>4,618,791</b>	<b>4,882,170</b>	<b>4,765,050</b>	<b>5,023,195</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	1,809,628	2,011,516	1,902,500	2,077,096
<i>Car and Clothing Allowances</i>	10,531	12,400	9,850	12,400
<i>Fringe Benefits</i>	743,205	837,000	849,800	939,700
<i>Overtime</i>	143,729	87,114	77,650	88,165
<i>Night Differential</i>	1,824	5,000	4,300	5,000
<i>Contractual Labor</i>	196,986	82,000	111,500	96,233
<i>Employee Recognition</i>	2,515	10,100	4,380	2,700
<b><i>Personnel Subtotal</i></b>	<b>2,908,419</b>	<b>3,045,130</b>	<b>2,959,980</b>	<b>3,221,294</b>
<i>Supplies</i>	531,286	574,380	553,614	468,345
<i>Services and Charges</i>	946,989	1,189,760	1,211,606	1,273,754
<i>Miscellaneous</i>	231,287	72,900	39,850	59,802
<b><i>Department Total</i></b>	<b>4,618,791</b>	<b>4,882,170</b>	<b>4,765,050</b>	<b>5,023,195</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administration</i>	522,641	596,240	571,060	622,980
<i>Building Maintenance</i>	796,289	874,800	818,464	870,710
<i>Equipment Maintenance</i>	457,229	502,526	507,670	504,947
<i>Right-of-Way Maintenance</i>	1,057,921	1,082,456	1,031,810	1,101,390
<i>Solid Waste Management</i>	1,021,975	1,001,488	1,026,800	1,029,882
<i>Gardens</i>	253,284	265,060	291,840	289,866
<i>Urban Forest</i>	163,481	237,400	194,966	269,430
<i>City Engineer</i>	345,971	322,200	322,440	333,990
<b><i>Department Total</i></b>	<b>4,618,791</b>	<b>4,882,170</b>	<b>4,765,050</b>	<b>5,023,195</b>



# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are \$141,025 higher — an increase of 2.9 percent — compared to budgeted expenditures for FY17.*
- *Approximately 64 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$176,564 compared to budgeted expenditures for FY17.*
- *Approximately 9 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 25 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services, specialized building maintenance, vehicle maintenance and street maintenance, disposal and recycling fees, and tree maintenance and planting.*
- *Miscellaneous expenditures total approximately one percent of departmental expenditures. The majority of these expenditures are for training, conferences, association dues and costs associated with the annual Green Home Certification event and awards.*



# Administration

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Sustainability Manager</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>3.00</b>	<b>3.00</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administration</i>	522,641	596,240	571,060	622,980
<b><i>Division Total</i></b>	<b>522,641</b>	<b>596,240</b>	<b>571,060</b>	<b>622,980</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	277,467	279,300	279,500	278,180
<i>Fringe Benefits</i>	90,226	92,500	103,500	115,000
<i>Overtime</i>	1,913	1,500	100	250
<i>Employee Recognition</i>	120	500	120	150
<b><i>Personnel Subtotal</i></b>	<b>369,726</b>	<b>373,800</b>	<b>383,220</b>	<b>393,580</b>
<i>Supplies</i>	10,359	12,500	11,500	9,000
<i>Services and Charges</i>	118,767	167,940	154,340	187,400
<i>Miscellaneous</i>	23,788	42,000	22,000	33,000
<b><i>Division Total</i></b>	<b>522,641</b>	<b>596,240</b>	<b>571,060</b>	<b>622,980</b>

# Administration

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$26,740 higher — an increase of 4.5 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs and programming associated sustainability program and rebates.*
- *Division FTEs remain the same.*
- *Approximately 63 percent of division expenditures are personnel related.*
- *Supplies account for one percent of division expenditures.*
- *Services and charges account for 30 percent of division expenditures. This category includes sustainability programming (\$127,000), cost of telephone service (\$12,900), departmental radios and gps units (\$27,000), printing and copying charges (\$15,000), and postage charges (\$5,000).*
- *Miscellaneous charges account for five percent of division expenditures and include training, conference costs and association dues, as well as funding for special events and awards related to the Green Home Certification Program.*
- *Programs related to sustainability, funded in this Division include:*
  - *Clean energy and efficiency incentives for businesses*
  - *Climate Resiliency Plan for the Mayor's Compact*
  - *Grants for energy efficiency in low and moderate income properties*
  - *Grants for multi-family property energy improvements*
  - *Continued funding for energy efficiency rebates for single family homes*
  - *Update the City's Greenhouse Gas Inventory*
  - *A new sustainability initiative for the Green Homes Certification program*

# Building Maintenance

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

## Special Projects For FY18:

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

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

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

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

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

# Building Maintenance

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Building Maintenance</i>	796,289	874,800	818,464	870,710
<b><i>Division Total</i></b>	<b>796,289</b>	<b>874,800</b>	<b>818,464</b>	<b>870,710</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	247,569	289,500	274,000	310,800
<i>Fringe Benefits</i>	115,265	123,000	124,000	148,700
<i>Overtime</i>	12,500	6,000	6,000	7,000
<i>Car and Clothing Allowances</i>	1,800	2,400	150	2,400
<i>Night Differential</i>	1,824	5,000	4,300	5,000
<i>Contractual Labor</i>	28,211	4,000	1,000	2,500
<i>Employee Recognition</i>	150	500	180	210
<b><i>Personnel Subtotal</i></b>	<b>407,318</b>	<b>430,400</b>	<b>409,630</b>	<b>476,610</b>
<i>Supplies</i>	78,118	71,500	68,634	69,700
<i>Services and Charges</i>	310,853	370,900	339,700	321,400
<i>Miscellaneous</i>	-	2,000	500	3,000
<b><i>Division Total</i></b>	<b>796,289</b>	<b>874,800</b>	<b>818,464</b>	<b>870,710</b>

# Building Maintenance

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$4,090 lower — a decrease of 0.5 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an expected decrease in contractual custodial service costs and special project costs.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Division FTEs increases by .25 FTE's to provide in-house cleaning of City facilities on Saturday and Sunday. Previously this was done by contracted cleaning. Funds are requested for a 10 hour part-time position to replace the contracted cleaning service.*
- *Supply charges account for eight percent of division expenditures.*
- *Services and charges account for 37 percent of division expenditures. This category includes the cost of facility utilities (\$75,000 for electricity, \$23,000 for gas and \$20,000 for water use), service contracts for maintenance (\$109,500), funding for special projects including small renovations to facilities (\$15,000), and contracted facility repairs (\$75,000).*
- *The FY18 budget proposes an increase in FTE's of .25*

# Equipment Maintenance

## Division Purpose:

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

## Performance/Workload Measures:

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



# Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Equipment Maintenance</i>	457,229	502,526	507,670	504,947
<b><i>Division Total</i></b>	<b>457,229</b>	<b>502,526</b>	<b>507,670</b>	<b>504,947</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	181,839	198,000	185,000	192,500
<i>Fringe Benefits</i>	68,365	88,500	77,800	93,500
<i>Car and Clothing Allowances</i>	1,000	1,200	1,200	1,200
<i>Overtime</i>	16,697	5,246	7,500	5,500
<i>Employee Recognition</i>	90	-	90	90
<b><i>Personnel Subtotal</i></b>	<b>267,991</b>	<b>292,946</b>	<b>271,590</b>	<b>292,790</b>
<i>Supplies</i>	163,759	188,130	217,880	194,125
<i>Services and Charges</i>	23,020	17,300	17,100	13,480
<i>Miscellaneous</i>	2,459	4,150	1,100	4,552
<b><i>Division Total</i></b>	<b>457,229</b>	<b>502,526</b>	<b>507,670</b>	<b>504,947</b>

# Equipment Maintenance

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$2,421 higher — an increase of 0.5 percent — compared to budgeted expenditures for FY17. The variance is attributable to increases in projected repair materials.*
- *Division FTEs remain unchanged.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Supply costs for Public Works and Administrative vehicles are 38 percent of division expenditures and include gasoline and diesel costs total (\$82,375), repair and maintenance materials (\$78,000), and outside labor and parts (\$30,000). Costs related to Police vehicle fuel, repair, maintenance and outside labor is not included and is reflected in the Police Department budget.*
- *Services and Charges account for three percent of division expenditures.*

# Right-of-Way Maintenance

## Division Purpose:

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

## Performance/Workload Measures:

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

# Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Right-of-Way Maintenance Supervisor</i>	1.00	1.00
<i>Right-of-Way Crew Leader</i>	2.00	2.00
<i>Equipment Operator</i>	1.00	1.00
<i>Right-of-Way Maintenance Technician</i>	4.00	4.00
<b><i>Division Total FTEs</i></b>	<b>8.00</b>	<b>8.00</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Right-of-Way Maintenance</i>	1,057,921	1,082,456	1,031,810	1,101,390
<b><i>Division Total</i></b>	<b>1,057,921</b>	<b>1,082,456</b>	<b>1,031,810</b>	<b>1,101,390</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	327,205	426,716	381,500	442,616
<i>Fringe Benefits</i>	154,375	188,000	169,000	188,500
<i>Overtime</i>	48,886	38,200	30,000	37,943
<i>Car and Clothing Allowances</i>	2,800	3,200	2,800	3,200
<i>Contractual Labor</i>	111,195	42,240	63,000	49,647
<i>Employee Recognition</i>	1,680	4,500	2,210	740
<b><i>Personnel Subtotal</i></b>	<b>646,141</b>	<b>702,856</b>	<b>648,510</b>	<b>722,646</b>
<i>Supplies</i>	157,393	136,600	99,100	135,520
<i>Services and Charges</i>	253,977	241,000	283,200	241,224
<i>Miscellaneous</i>	410	2,000	1,000	2,000
<b><i>Division Total</i></b>	<b>1,057,921</b>	<b>1,082,456</b>	<b>1,031,810</b>	<b>1,101,390</b>

# Right-of-Way Maintenance

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$18,934 higher – an increase of 1.7 percent – compared to budgeted expenditures for FY17. The variance is attributable to the increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 66 percent of division expenditures are personnel related.*
- *Approximately 12 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$22,210), park supplies (\$50,000), and snow removal materials (\$44,110).*
- *Contractual Services account for approximately 22 percent of division expenditures. This category includes electricity costs for street and park lights (\$202,700), contractual services (\$10,000), equipment repair charges (\$8,000), disposal costs (\$7,000), and equipment rental charges (\$4,600).*

# Solid Waste Management

## Division Purpose:

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

## Additional Services:

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

## Performance/Workload Measures:

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

# Solid Waste Management

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Solid Waste Management</i>	1,021,975	1,001,488	1,026,800	1,029,882
<b><i>Division Total</i></b>	<b>1,021,975</b>	<b>1,001,488</b>	<b>1,026,800</b>	<b>1,029,882</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	424,593	459,500	456,500	475,000
<i>Car and Clothing Allowances</i>	3,531	3,600	4,000	3,600
<i>Fringe Benefits</i>	181,507	211,500	217,500	223,500
<i>Overtime</i>	51,217	27,888	27,000	27,752
<i>Contractual Labor</i>	32,906	7,680	12,500	10,000
<i>Employee Recognition</i>	300	1,300	300	1,300
<b><i>Personnel Subtotal</i></b>	<b>694,054</b>	<b>711,468</b>	<b>717,800</b>	<b>741,152</b>
<i>Supplies</i>	31,816	24,400	23,000	22,900
<i>Services and Charges</i>	93,123	250,120	273,000	253,330
<i>Miscellaneous</i>	202,982	15,500	13,000	12,500
<b><i>Division Total</i></b>	<b>1,021,975</b>	<b>1,001,488</b>	<b>1,026,800</b>	<b>1,029,882</b>

# Solid Waste Management

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$28,394 higher – an increase of 2.8 percent – compared to budgeted expenditures for FY17 due to increased personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 72 percent of division expenditures are personnel related.*
- *Supplies account for two percent of division expenditures.*
- *Services and charges account for 25 percent of division expenditures and include disposal and/or processing of materials, including \$178,750 for disposal fees for solid waste and household hazardous waste and \$70,560 for processing fees for single stream recycling, yard waste and food waste composting, and computer and electronics recycling.*



# Gardens

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Gardens

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Gardens</i>	253,284	265,060	291,840	289,866
<b><i>Division Total</i></b>	<b>253,284</b>	<b>265,060</b>	<b>291,840</b>	<b>289,866</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	140,011	143,000	144,500	149,500
<i>Fringe Benefits</i>	52,748	53,500	74,500	66,500
<i>Overtime</i>	10,095	5,780	5,800	6,720
<i>Car and Clothing Allowances</i>	1,000	1,200	1,200	1,200
<i>Contractual Labor</i>	24,674	28,080	35,000	34,086
<i>Employee Recognition</i>	90	2,000	90	90
<b><i>Personnel Subtotal</i></b>	<b>228,618</b>	<b>233,560</b>	<b>261,090</b>	<b>258,096</b>
<i>Supplies</i>	21,272	27,250	26,500	27,500
<i>Services and Charges</i>	1,775	2,000	2,000	2,020
<i>Miscellaneous</i>	1,619	2,250	2,250	2,250
<b><i>Division Total</i></b>	<b>253,284</b>	<b>265,060</b>	<b>291,840</b>	<b>289,866</b>

# Gardens

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$24,806 higher — an increase of 9.4 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to higher personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 89 percent of division expenditures are personnel related.*
- *Supplies comprise about nine percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.*
- *Services and Charges and Miscellaneous expenditures represent less than 1 percent each.*

# Urban Forest

## Division Purpose:

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

## Management Initiatives:

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

## Performance/Workload Measures:

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

# Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Urban Forest</i>	163,481	237,400	194,966	269,430
<b><i>Division Total</i></b>	<b>163,481</b>	<b>237,400</b>	<b>194,966</b>	<b>269,430</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	70,463	73,000	41,000	81,000
<i>Fringe Benefits</i>	21,298	22,000	15,000	36,500
<i>Overtime</i>	683	2,000	500	2,000
<i>Car and Clothing Allowances</i>	400	400	200	400
<i>Employee Recognition</i>	30	1,000	1,000	30
<b><i>Personnel Subtotal</i></b>	<b>92,874</b>	<b>98,400</b>	<b>57,700</b>	<b>119,930</b>
<i>Supplies</i>	68,569	114,000	107,000	4,000
<i>Services and Charges</i>	1,480	23,000	30,266	143,000
<i>Miscellaneous</i>	558	2,000	-	2,500
<b><i>Division Total</i></b>	<b>163,481</b>	<b>237,400</b>	<b>194,966</b>	<b>269,430</b>

# Urban Forest

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$32,030 higher – an increase of 13.5 percent – compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 45 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for one percent of division expenditures.*
- *Services and charges account for approximately 53% of division expenditures and include tree maintenance (\$70,000) and tree planting (\$25,000 on public property and \$15,000 on private property). Additional funding of \$10,000 has been requested in FY18 to update the tree inventory. Previously the costs for tree maintenance and tree planting were referenced as a Supplies account. In FY18 those costs were moved to Services and Contracts to more accurately reflect the type of expenditure.*

# City Engineer

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

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

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

## Sidewalk Projects For FY18:

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

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

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

# City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>City Engineer</i>	0.50	0.50
<i>Public Works Projects Coordinator</i>	0.60	0.60
<i>Administrative Assistant II</i>	-	-
<i>Field Construction Manager</i>	0.75	0.75
<b><i>Division Total FTEs</i></b>	<b>1.85</b>	<b>1.85</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>City Engineer</i>	345,971	322,200	322,440	333,990
<b><i>Division Total</i></b>	<b>345,971</b>	<b>322,200</b>	<b>322,440</b>	<b>333,990</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	140,480	142,500	140,500	147,500
<i>Fringe Benefits</i>	59,423	58,000	68,500	67,500
<i>Overtime</i>	1,739	500	750	1,000
<i>Car &amp; Clothing Allowance</i>	200	400	300	400
<i>Employee Recognition</i>	56	300	390	90
<b><i>Personnel Subtotal</i></b>	<b>201,898</b>	<b>201,700</b>	<b>210,440</b>	<b>216,490</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	143,993	117,500	112,000	117,500
<i>Miscellaneous</i>	80	3,000	-	-
<b><i>Division Total</i></b>	<b>345,971</b>	<b>322,200</b>	<b>322,440</b>	<b>333,990</b>



# City Engineer

## **Adopted to Estimated Actual FY17:**

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

## **FY18 Budget Highlights:**

- *Division expenditures are \$11,790 higher — an increase of 3.7 percent — compared to budgeted expenditures for FY17.*
- *The variance is due to higher personnel costs.*
- *Approximately 65 percent of division expenditures are personnel related.*
- *Approximately 35 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking and miscellaneous concrete repairs (\$100,000).*



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# Department Summary

## Department Overview:

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

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

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

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Takoma/Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020
<i>Program/Service Charges</i>	495,385	554,200	545,976	497,600
<b><i>Subtotal</i></b>	<b>580,405</b>	<b>639,220</b>	<b>630,996</b>	<b>582,620</b>
<i>General Fund</i>	1,002,169	1,291,966	1,158,759	1,346,957
<b><i>Department Total</i></b>	<b>1,582,574</b>	<b>1,931,186</b>	<b>1,789,755</b>	<b>1,929,577</b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	868,286	1,038,879	946,400	1,040,810
<i>Fringe Benefits</i>	274,927	340,500	305,200	370,300
<i>Overtime</i>	33,091	13,350	8,050	12,850
<i>Employee Recognition</i>	1,520	3,560	1,134	3,770
<b><i>Personnel Subtotal</i></b>	<b>1,177,824</b>	<b>1,396,289</b>	<b>1,260,784</b>	<b>1,427,730</b>
<i>Supplies</i>	39,123	28,850	28,590	33,450
<i>Services and Charges</i>	271,961	360,800	356,895	315,250
<i>Miscellaneous</i>	93,666	145,247	143,486	153,147
<b><i>Department Total</i></b>	<b>1,582,574</b>	<b>1,931,186</b>	<b>1,789,755</b>	<b>1,929,577</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administration</i>	393,350	410,300	412,472	354,070
<i>Outreach</i>	-	-	-	61,960
<i>Takoma Park Recreation Center</i>	195,790	235,410	215,975	245,345
<i>Community Programs</i>	138,395	227,647	191,823	201,002
<i>Athletic Fields and Facilities</i>	53,634	55,050	54,753	70,650
<i>Camps</i>	101,447	147,250	140,475	145,190
<i>Before and After School Programs</i>	105,527	109,250	111,550	121,100
<i>Community Center</i>	594,431	746,279	662,707	730,260
<b><i>Department Total</i></b>	<b>1,582,574</b>	<b>1,931,186</b>	<b>1,789,755</b>	<b>1,929,577</b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are \$1,609 lower — a decrease of less than 1 percent — compared to budgeted expenditures for FY17.*
- *Departmental FTEs reduce by .53*
- *Approximately 74 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$31,441 compared to budgeted expenditures for FY17.*
- *Services and charges account for about 16 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$27,000), contractual program instruction (\$100,000), and rental of school facilities (\$27,000).*
- *Miscellaneous expenditures represent approximately eight percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.*

# Administration

## Division Purpose:

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

## Management Objectives:

- *Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.*
- *Continue to increase participation in skill-building opportunities for participants age 12-17 that will enhance employability.*
- *Provide select marketing materials in Spanish and Amharic in order to increase participation.*
- *Create a standard non-resident rate for all programs and rentals that is 20% more than resident rates.*
- *Ensure all staff (both career and part-time) 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 FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>Recreation Director</i>	0.70	0.70
<i>Assistant Recreation Director</i>	0.50	0.50
<i>Administrative Assistant I</i>	0.20	0.20
<i>Administrative Assistant II</i>	1.00	1.00
<b><i>Division Total FTEs</i></b>	<b>2.40</b>	<b>2.40</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Administration</i>	393,350	410,300	412,472	354,070
<b><i>Division Total</i></b>	<b>393,350</b>	<b>410,300</b>	<b>412,472</b>	<b>354,070</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	175,787	184,500	175,800	191,500
<i>Fringe Benefits</i>	97,017	67,500	78,500	71,500
<i>Overtime</i>	1,106	1,000	1,000	1,000
<i>Employee Recognition</i>	72	1,450	72	120
<b><i>Personnel Subtotal</i></b>	<b>273,982</b>	<b>254,450</b>	<b>255,372</b>	<b>264,120</b>
<i>Supplies</i>	9,567	6,200	6,200	7,300
<i>Services and Charges</i>	101,683	139,350	140,650	72,150
<i>Miscellaneous</i>	8,118	10,300	10,250	10,500
<b><i>Division Total</i></b>	<b>393,350</b>	<b>410,300</b>	<b>412,472</b>	<b>354,070</b>

# Administration

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$56,230 less — a decrease of 14 percent — compared to budgeted expenditures for FY17.*
- *Division FTEs remain unchanged.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Services and charges represent about 20 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing and design of the Summer Camp brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$36,000).*
- *Charges categorized as miscellaneous account for about three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.*



# Outreach

## Division Purpose:

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

## Management Objectives:

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

# Outreach

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Outreach</i>	-	-	-	61,960
<b><i>Division Total</i></b>	-	-	-	61,960

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

# Outreach

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$61,960*
- *Division FTEs are .50*
- *Approximately 68 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 16 percent of division expenditures. This category includes the cost of contractual programming (\$10,000).*
- *Charges categorized as miscellaneous account for about 11 percent of division expenditures. This classification includes certain programmatic costs such as department sponsored special events.*

# Takoma Park Recreation Center

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</i>
<i>FTEs with benefits</i>	0.95	1.50	1.50
<i>FTEs without benefits</i>	2.76	2.21	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 FY17</i>	<i>Proposed FY18</i>
<i>Recreation Director</i>	0.10	0.10
<i>Assistant Recreation Director</i>	0.25	0.25
<i>Recreation Supervisor I</i>	-	-
<i>Recreation Supervisor II</i>	1.15	1.15
<i>Part-time Staff</i>	2.21	2.21
<b><i>Division Total FTEs</i></b>	<b>3.71</b>	<b>3.71</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Takoma Park Recreation Center</i>	195,790	235,410	215,975	245,345
<b><i>Division Total</i></b>	<b>195,790</b>	<b>235,410</b>	<b>215,975</b>	<b>245,345</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	125,368	158,500	143,000	163,500
<i>Fringe Benefits</i>	32,206	42,000	40,000	44,500
<i>Overtime</i>	2,878	2,000	600	1,000
<i>Employee Recognition</i>	226	260	225	745
<b><i>Personnel Subtotal</i></b>	<b>160,678</b>	<b>202,760</b>	<b>183,825</b>	<b>209,745</b>
<i>Supplies</i>	7,648	3,000	3,000	3,500
<i>Services and Charges</i>	24,656	21,500	21,000	23,250
<i>Miscellaneous</i>	2,808	8,150	8,150	8,850
<b><i>Division Total</i></b>	<b>195,790</b>	<b>235,410</b>	<b>215,975</b>	<b>245,345</b>

# Takoma Park Recreation Center

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$9,935 higher — an increase of 4.2 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to part-time and career staff wage increase.*
- *Division FTEs remained unchanged.*
- *Approximately 85 percent of division expenditures are personnel related.*
- *Services and charges represent approximately nine percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and telephone costs for the facility (\$2,000).*
- *Charges categorized as miscellaneous account for about four percent of division expenditures. This classification includes certain programmatic costs such as teens, trips and programs and expenditures for department sponsored special events.*



# Community Programs

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Community Programs

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Community Programs</i>	<i>138,395</i>	<i>227,647</i>	<i>191,823</i>	<i>201,002</i>
<b><i>Division Total</i></b>	<b><i>138,395</i></b>	<b><i>227,647</i></b>	<b><i>191,823</i></b>	<b><i>201,002</i></b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	<i>67,782</i>	<i>117,000</i>	<i>91,000</i>	<i>92,500</i>
<i>Fringe Benefits</i>	<i>15,709</i>	<i>39,000</i>	<i>32,500</i>	<i>36,500</i>
<i>Overtime</i>	<i>6,539</i>	<i>2,500</i>	<i>1,000</i>	<i>2,500</i>
<i>Employee Recognition</i>	<i>205</i>	<i>350</i>	<i>141</i>	<i>705</i>
<b><i>Personnel Subtotal</i></b>	<b><i>90,235</i></b>	<b><i>158,850</i></b>	<b><i>124,641</i></b>	<b><i>132,205</i></b>
<i>Supplies</i>	<i>1,115</i>	<i>350</i>	<i>340</i>	<i>350</i>
<i>Services and Charges</i>	<i>9,774</i>	<i>10,350</i>	<i>10,345</i>	<i>10,350</i>
<i>Miscellaneous</i>	<i>37,271</i>	<i>58,097</i>	<i>56,497</i>	<i>58,097</i>
<b><i>Division Total</i></b>	<b><i>138,395</i></b>	<b><i>227,647</i></b>	<b><i>191,823</i></b>	<b><i>201,002</i></b>



# Community Programs

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$26,645 lower – a decrease of 12 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a reduction in personnel costs.*
- *Division FTEs decrease by .50.*
- *Approximately 66 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 29 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees for Fun Days. Expenditures for department-sponsored special events such as the Monster Bash Parade and the Egg Hunt, and sports programs are also accounted for in this category.*

# Athletic Fields & Facilities

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Athletic Fields and Facilities</i>	53,634	55,050	54,753	70,650
<b><i>Division Total</i></b>	<b>53,634</b>	<b>55,050</b>	<b>54,753</b>	<b>70,650</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	6,981	7,200	7,100	7,500
<i>Fringe Benefits</i>	2,469	3,500	3,500	3,800
<i>Overtime</i>	851	350	150	350
<i>Employee Recognition</i>	3	-	3	-
<b><i>Personnel Subtotal</i></b>	<b>10,304</b>	<b>11,050</b>	<b>10,753</b>	<b>11,650</b>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	43,330	44,000	44,000	59,000
<i>Miscellaneous</i>	-	-	-	-
<b><i>Division Total</i></b>	<b>53,634</b>	<b>55,050</b>	<b>54,753</b>	<b>70,650</b>

# Athletic Fields & Facilities

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$15,600 higher — an increase of 28 percent — compared to budgeted expenditures for FY17. The variance is attributable to an increase in landscaping contractual services and an increase in ICB rentals to account for Library renovation.*
- *Division FTEs remain unchanged.*
- *Services and charges represent 84 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$27,000).*
- *Services and charges also include the monies paid to the Interagency Coordinating Board (ICB) for the rental of school facilities for City-provided recreational programs (\$27,000).*

# Camps

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Camps

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Camps</i>	101,447	147,250	140,475	145,190
<b><i>Division Total</i></b>	<b>101,447</b>	<b>147,250</b>	<b>140,475</b>	<b>145,190</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	66,755	76,500	77,000	74,300
<i>Fringe Benefits</i>	15,358	24,500	18,700	26,500
<i>Overtime</i>	4,077	1,000	500	1,000
<i>Employee Recognition</i>	123	250	25	390
<b><i>Personnel Subtotal</i></b>	<b>86,313</b>	<b>102,250</b>	<b>96,225</b>	<b>102,190</b>
<i>Supplies</i>	1,675	1,800	1,750	1,800
<i>Services and Charges</i>	8,383	37,600	36,900	35,600
<i>Miscellaneous</i>	5,076	5,600	5,600	5,600
<b><i>Division Total</i></b>	<b>101,447</b>	<b>147,250</b>	<b>140,475</b>	<b>145,190</b>

# Camps

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$2,060 lower — a decrease of 1.4 percent — compared to budgeted expenditures for FY17.*
- *Approximately 70 percent of division expenditures are personnel related.*
- *Division FTEs decrease by .24*
- *Services and charges represent about 25 percent of division expenditures. This category includes contractual costs for camp instructors, special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately four percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.*

# Before & After School Programs

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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



# Before & After School Programs

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Before and After School Programs</i>	105,527	109,250	111,550	121,100
<b><i>Division Total</i></b>	<b>105,527</b>	<b>109,250</b>	<b>111,550</b>	<b>121,100</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	74,660	74,000	79,500	82,800
<i>Fringe Benefits</i>	18,487	22,500	21,500	25,500
<i>Overtime</i>	3,074	1,500	300	1,500
<i>Employee Recognition</i>	303	250	250	300
<b><i>Personnel Subtotal</i></b>	<b>96,524</b>	<b>98,250</b>	<b>101,550</b>	<b>110,100</b>
<i>Supplies</i>	4,940	5,500	5,400	5,500
<i>Services and Charges</i>	4,003	4,900	4,000	4,900
<i>Miscellaneous</i>	60	600	600	600
<b><i>Division Total</i></b>	<b>105,527</b>	<b>109,250</b>	<b>111,550</b>	<b>121,100</b>

# Before & After School Programs

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$11,850 higher — an increase of 11 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to moving part-time staff wages from Camps to After School Programs.*
- *Division FTEs increased by .21*
- *Approximately 91 percent of division expenditures are personnel related.*



# Takoma Park Community Center

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Takoma Park Community Center

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Community Center</i>	594,431	746,279	662,707	730,260
<b><i>Division Total</i></b>	<b>594,431</b>	<b>746,279</b>	<b>662,707</b>	<b>730,260</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	350,952	421,179	373,000	403,750
<i>Fringe Benefits</i>	93,682	141,500	110,500	145,500
<i>Overtime</i>	14,566	5,000	4,500	5,000
<i>Employee Recognition</i>	588	1,000	418	1,510
<b><i>Personnel Subtotal</i></b>	<b>459,788</b>	<b>568,679</b>	<b>488,418</b>	<b>555,760</b>
<i>Supplies</i>	14,178	12,000	11,900	12,000
<i>Services and Charges</i>	80,132	103,100	100,000	100,000
<i>Miscellaneous</i>	40,333	62,500	62,389	62,500
<b><i>Division Total</i></b>	<b>594,431</b>	<b>746,279</b>	<b>662,707</b>	<b>730,260</b>

Recreation

# Takoma Park Community Center

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$16,019 lower — a decrease of 2.1 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a decrease in personnel services. Transferred staff wages to the new Outreach Division.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Division FTEs decreased by .50.*
- *Services and charges represent about 14 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$100,000).*
- *Charges categorized as miscellaneous account for about nine percent of division expenditures. This classification includes costs for senior programming (\$25,000) and teen programming (\$35,000).*



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# Department Summary

## Department Overview:

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

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

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

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Inspection Fees</i>	318,668	311,000	324,979	338,600
<i>Municipal Infraction Fees</i>	1,725	-	-	-
<b><i>Subtotal</i></b>	<b>320,393</b>	<b>311,000</b>	<b>324,979</b>	<b>338,600</b>
<i>General Fund</i>	1,197,293	1,447,172	1,243,599	1,439,190
<b><i>Department Total</i></b>	<b>1,517,686</b>	<b>1,758,172</b>	<b>1,568,578</b>	<b>1,777,790</b>



# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	693,944	698,700	632,500	790,000
<i>Fringe Benefits</i>	242,877	237,000	198,000	274,000
<i>Overtime</i>	11,796	6,300	6,450	7,800
<i>Employee Recognition</i>	346	3,295	270	1,200
<b><i>Personnel Subtotal</i></b>	<b>948,963</b>	<b>945,295</b>	<b>837,220</b>	<b>1,073,000</b>
<i>Supplies</i>	30,187	57,438	46,788	63,000
<i>Services and Charges</i>	518,845	669,829	607,660	566,680
<i>Miscellaneous</i>	19,691	85,610	76,910	75,110
<b><i>Department Total</i></b>	<b>1,517,686</b>	<b>1,758,172</b>	<b>1,568,578</b>	<b>1,777,790</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>HCD Administration</i>	155,709	340,530	324,450	361,370
<i>Planning and Development Services</i>	418,681	646,953	527,828	671,350
<i>Housing and Community Services</i>	943,296	770,689	716,300	745,070
<b><i>Department Total</i></b>	<b>1,517,686</b>	<b>1,758,172</b>	<b>1,568,578</b>	<b>1,777,790</b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are \$19,618 higher – an increase of 1.12 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to an increase in personnel costs associated with the department's business outreach efforts and the initial implementation of the housing and economic development strategic plan.*
- *Departmental FTEs increase by 0.87 due to the addition of a temporary position for the advancement of the housing and economic development strategic plan and the restructuring of an archival project that initially required the short-term assignment of staff from the City Clerk's office.*
- *Approximately 60 percent of departmental expenditures are personnel related.*
- *Services and charges account for 32 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for a community marketing campaign (\$20,000), economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$70,000), implementation of the housing and economic development strategic plan (\$75,000), rental housing inspection services provided by Montgomery County (\$238,100), tenant organizing (\$33,000), and a new web-based training module for the landlord certification program (\$3,000).*
- *Miscellaneous expenditures represent four percent of departmental expenditures.*



Photo credit: Sam Kittner Photography

# HCD Administration

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# HCD Administration

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>HCD Administration</i>	155,709	340,530	324,450	361,370
<b><i>Division Total</i></b>	<b>155,709</b>	<b>340,530</b>	<b>324,450</b>	<b>361,370</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	93,689	194,700	195,000	197,000
<i>Fringe Benefits</i>	30,381	67,000	65,000	68,500
<i>Overtime</i>	303	500	750	500
<i>Employee Recognition</i>	60	1,500	90	90
<b><i>Personnel Subtotal</i></b>	<b>124,433</b>	<b>263,700</b>	<b>260,840</b>	<b>266,090</b>
<i>Supplies</i>	6,702	25,150	14,500	43,000
<i>Services and Charges</i>	24,118	49,510	47,260	50,180
<i>Miscellaneous</i>	456	2,170	1,850	2,100
<b><i>Division Total</i></b>	<b>155,709</b>	<b>340,530</b>	<b>324,450</b>	<b>361,370</b>

# HCD Administration

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$20,840 higher – an increase of 6.12 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to costs associated with planned renovation of the Department's workspace and purchase of replacement workstations.*
- *Division FTEs decrease by 0.13.*
- *Approximately 74 percent of division expenditures are personnel related.*
- *Services and charges represent 14 percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, and postage costs.*



Photo credit: Sam Kittner Photography

# Planning and Development Services

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Planning and Development Services

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Planning and Development Services</i>	418,681	646,953	527,828	671,350
<b><i>Division Total</i></b>	<b>418,681</b>	<b>646,953</b>	<b>527,828</b>	<b>671,350</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	222,763	223,000	186,500	304,000
<i>Fringe Benefits</i>	72,550	54,500	49,500	86,500
<i>Overtime</i>	4,623	4,800	2,800	4,800
<i>Employee Recognition</i>	96	1,675	90	150
<b><i>Personnel Subtotal</i></b>	<b>300,032</b>	<b>283,975</b>	<b>238,890</b>	<b>395,450</b>
<i>Supplies</i>	23,339	32,288	32,288	20,000
<i>Services and Charges</i>	84,101	263,540	198,000	200,300
<i>Miscellaneous</i>	11,209	67,150	58,650	55,600
<b><i>Division Total</i></b>	<b>418,681</b>	<b>646,953</b>	<b>527,828</b>	<b>671,350</b>



# Planning and Development Services

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$24,397 higher – an increase of 3.77 percent – compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to an increase in personnel costs associated with the division's business outreach efforts and initial implementation of the housing and economic development strategic plan.*
- *Departmental FTEs increase by 1 due to the addition of a temporary position.*
- *Approximately 59 percent of division expenditures are personnel related.*
- *Services and charges represent 30 percent of division expenditures. Included in this category are costs associated with a planned community marketing campaign (\$20,000), economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$70,000), and implementation of the housing and economic development strategic plan (\$75,000).*



Photo Credit: Sam Kittner Photography



# Housing and Community Services

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Housing and Community Services

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Housing and Community Services</i>	943,296	770,689	716,300	745,070
<b><i>Division Total</i></b>	<b>943,296</b>	<b>770,689</b>	<b>716,300</b>	<b>745,070</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	377,492	281,000	251,000	289,000
<i>Fringe Benefits</i>	139,946	115,500	83,500	119,000
<i>Overtime</i>	6,870	1,000	2,900	2,500
<i>Employee Recognition</i>	189	120	90	960
<b><i>Personnel Subtotal</i></b>	<b>524,497</b>	<b>397,620</b>	<b>337,490</b>	<b>411,460</b>
<i>Supplies</i>	146	-	-	-
<i>Services and Charges</i>	410,626	356,779	362,400	316,200
<i>Miscellaneous</i>	8,027	16,290	16,410	17,410
<b><i>Division Total</i></b>	<b>943,296</b>	<b>770,689</b>	<b>716,300</b>	<b>745,070</b>

# Housing and Community Services

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$25,619 lower — a decrease of 3.32 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to a decrease in contractual services due to the completion of the FY17 Housing and Economic Development Strategic Plan.*
- *Division FTEs remain constant.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Services and charges represent 42 percent of division expenditures. Included in this category are costs associated with the licensing and rent report software licenses (\$18,600), rental housing inspection services provided by Montgomery County (\$238,100), tenant organizing (\$33,000), and a new web-based training module for the landlord certification program (\$3,000).*



Photo Credit: Sam Kittner Photography



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# Department Summary

## Department Overview:

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

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

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

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

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

## Management Objectives:

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

# Department Summary

## Performance/Workload Measures:

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

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

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

# Department Summary

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Cable Franchise Fees</i>	250,290	242,718	245,000	246,000
<i>Cable Operating Grant</i>	177,043	457,734	469,000	462,000
<b><i>Subtotal</i></b>	<b>427,333</b>	<b>700,452</b>	<b>714,000</b>	<b>708,000</b>
<i>General Fund</i>	72,829	-101,992	-201,540	-114,820
<b><i>Department Total</i></b>	<b>500,162</b>	<b>598,460</b>	<b>512,460</b>	<b>593,180</b>

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Communications</i>	500,162	598,460	512,460	593,180
<b><i>Division Total</i></b>	<b>500,162</b>	<b>598,460</b>	<b>512,460</b>	<b>593,180</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	264,275	292,000	254,500	310,500
<i>Fringe Benefits</i>	80,206	86,500	77,500	91,500
<i>Overtime</i>	14,105	12,000	6,000	12,000
<i>Employee Recognition</i>	1,010	510	510	1,780
<b><i>Personnel Subtotal</i></b>	<b>359,596</b>	<b>391,010</b>	<b>338,510</b>	<b>415,780</b>
<i>Supplies</i>	9,315	46,000	16,000	15,000
<i>Services and Charges</i>	122,106	140,450	136,950	142,850
<i>Miscellaneous</i>	9,145	21,000	21,000	19,550
<b><i>Division Total</i></b>	<b>500,162</b>	<b>598,460</b>	<b>512,460</b>	<b>593,180</b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Cable related operating revenues are anticipated to remain about the same in FY18 as they were in FY17 based on the Memorandum of Understanding (MOU) with Montgomery County.*
- *Departmental expenditures are proposed to be \$5,280 lower — a decrease of 0.9 percent — compared to budgeted expenditures for FY17.*
- *Approximately 70 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$24,770 compared to budgeted expenditures for FY17.*
- *Services and charges account for about 24 percent of departmental expenditures, including \$92,500 for the Takoma Park Newsletter and City Guides.*

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



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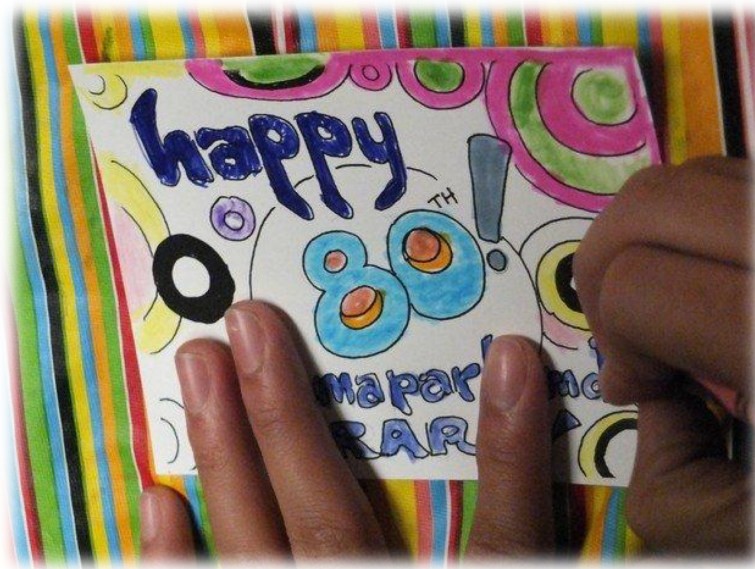


Photo by Bruce Guthrie

# Department Summary

## Department Overview:

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

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

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Library Aid from County</i>	<i>154,498</i>	<i>158,225</i>	<i>158,225</i>	<i>158,225</i>
<i>Library Fines and Fees</i>	<i>26,121</i>	<i>35,500</i>	<i>35,500</i>	<i>33,000</i>
<b><i>Subtotal</i></b>	<b><i>180,619</i></b>	<b><i>193,725</i></b>	<b><i>193,725</i></b>	<b><i>191,225</i></b>
<i>General Fund</i>	<i>1,000,879</i>	<i>1,087,579</i>	<i>1,049,700</i>	<i>1,164,145</i>
<b><i>Department Total</i></b>	<b><i>1,181,498</i></b>	<b><i>1,281,304</i></b>	<b><i>1,243,425</i></b>	<b><i>1,355,370</i></b>

# Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	751,407	785,500	760,000	819,000
<i>Fringe Benefits</i>	261,972	288,000	278,000	311,500
<i>Overtime</i>	4,303	6,200	5,100	8,000
<i>Employee Recognition</i>	4,411	420	1,060	9,320
<b><i>Personnel Subtotal</i></b>	<b>1,022,093</b>	<b>1,080,120</b>	<b>1,044,160</b>	<b>1,147,820</b>
<i>Supplies</i>	117,501	144,275	142,600	147,100
<i>Services and Charges</i>	32,010	42,229	41,985	43,950
<i>Miscellaneous</i>	9,894	14,680	14,680	16,500
<b><i>Department Total</i></b>	<b>1,181,498</b>	<b>1,281,304</b>	<b>1,243,425</b>	<b>1,355,370</b>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Library</i>	1,097,912	1,186,872	1,159,337	1,244,080
<i>Computer Learning Center</i>	83,586	94,432	84,088	111,290
<b><i>Department Total</i></b>	<b>1,181,498</b>	<b>1,281,304</b>	<b>1,243,425</b>	<b>1,355,370</b>

# Department Summary

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Departmental expenditures are \$74,066 higher – an increase of 5.7 percent – compared to budgeted expenditures for FY17.*
- *Departmental FTEs do not increase.*
- *Approximately 85 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$67,700 compared to budgeted expenditures for FY17.*
- *Approximately 11 percent of departmental expenditures are supplies. This category includes the cost of digital and print books, periodicals, reference resources, and media; and computer and office supplies, including all materials needed for processing and circulation.*
- *Services and charges represent about three percent of departmental expenditures. They include contractual costs and support for circulation and cataloging records and functions.*



Photo by Bruce Guthrie

# Library Division

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Library Division

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

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

<i>Division Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Library</i>	1,097,912	1,186,872	1,159,337	1,244,080
<b><i>Division Total</i></b>	<b>1,097,912</b>	<b>1,186,872</b>	<b>1,159,337</b>	<b>1,244,080</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	686,903	715,500	710,000	746,500
<i>Fringe Benefits</i>	248,453	269,000	250,500	280,000
<i>Overtime</i>	4,097	6,000	4,500	7,000
<i>Employee Recognition</i>	3,321	330	970	8,980
<b><i>Personnel Subtotal</i></b>	<b>942,774</b>	<b>990,830</b>	<b>965,970</b>	<b>1,042,480</b>
<i>Supplies</i>	114,680	141,533	138,858	144,450
<i>Services and Charges</i>	30,946	40,829	40,829	42,150
<i>Miscellaneous</i>	9,512	13,680	13,680	15,000
<b><i>Division Total</i></b>	<b>1,097,912</b>	<b>1,186,872</b>	<b>1,159,337</b>	<b>1,244,080</b>

# Library Division

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$57,208 higher — an increase of 4.8 percent — compared to budgeted expenditures for FY17.*
- *The variance is primarily attributable to increases in personnel costs.*
- *Division FTEs do not change.*
- *Approximately 84 percent of division expenditures are personnel related.*
- *Other division expenditures include supplies, services, and miscellaneous, consisting of digital print, purchased books, periodicals, reference materials, media, computer-related items, and office materials, ILS and cataloging support, all materials needed for processing and circulation, and staff training. Together, these areas account for \$201,600, or about sixteen percent of division expenditures.*

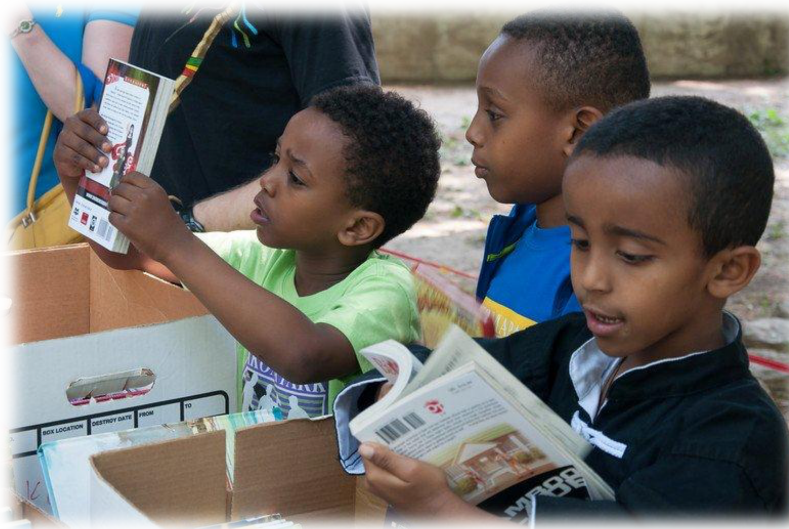


Photo by Maurice Belanger



# Computer Learning Center

## Division Purpose:

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

## Management Objectives:

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

## Performance/Workload Measures:

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

# Computer Learning Center

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

<i>Position Title</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Computer Learning Center</i>	83,586	94,432	84,088	111,290
<b><i>Division Total</i></b>	<b>83,586</b>	<b>94,432</b>	<b>84,088</b>	<b>111,290</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	64,505	70,000	50,000	72,500
<i>Fringe Benefits</i>	13,519	19,000	27,500	31,500
<i>Overtime</i>	205	200	600	1,000
<i>Employee Recognition</i>	1,090	90	90	340
<b><i>Personnel Subtotal</i></b>	<b>79,319</b>	<b>89,290</b>	<b>78,190</b>	<b>105,340</b>
<i>Supplies</i>	2,821	2,742	3,742	2,650
<i>Services and Charges</i>	1,064	1,400	1,156	1,800
<i>Miscellaneous</i>	382	1,000	1,000	1,500
<b><i>Division Total</i></b>	<b>83,586</b>	<b>94,432</b>	<b>84,088</b>	<b>111,290</b>

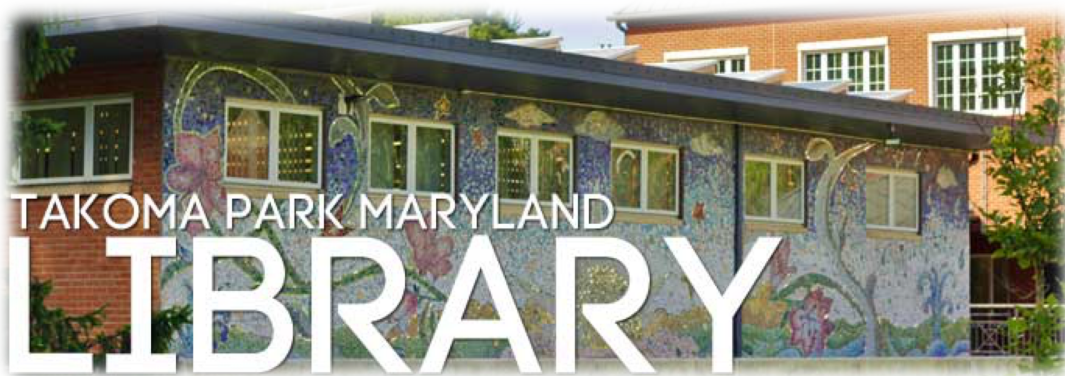
# Computer Learning Center

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Division expenditures are \$16,858 higher — an increase of 17.9 percent — compared to budgeted expenditures for FY17.*
- *The variance is mainly attributable to increases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 95 percent of division expenditures are personnel related.*





IN THIS SECTION:

- Non-Departmental Summary 158



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

# Non-Departmental

<i>Source of Funds</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>General Fund</i>	1,120,833	1,952,675	1,686,000	1,843,928
<b><i>Division Total</i></b>	<b>1,120,833</b>	<b>1,952,675</b>	<b>1,686,000</b>	<b>1,843,928</b>

<i>Division Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Other Fringe Benefits</i>	51,109	48,500	50,000	53,000
<i>Workers' Compensation Insurance</i>	536,664	720,000	689,100	720,000
<b><i>Personnel Subtotal</i></b>	<b>587,773</b>	<b>768,500</b>	<b>739,100</b>	<b>773,000</b>
<i>Supplies</i>	-	3,000	2,350	-
<i>Services and Charges</i>	134,743	139,200	135,400	149,700
<i>Miscellaneous</i>	398,317	1,041,975	809,150	921,228
<b><i>Division Total</i></b>	<b>1,120,833</b>	<b>1,952,675</b>	<b>1,686,000</b>	<b>1,843,928</b>

# Non-Departmental

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Expenditures are \$108,747 lower — a decrease of 5.6 percent — compared to budgeted expenditures for FY17. The variance is attributable to the decrease in provision for Housing Fund for FY18.*
- *Approximately forty-two percent of division expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.*
- *Services and charges account for about eight percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$149,700).*
- *Approximately fifty percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$140,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$124,948) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$16,000) and the City's tuition reimbursement program (\$35,000).*
- *Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY18 include the Takoma Park Independence Day Committee (\$17,500), and the Takoma Folk Festival (\$22,500). External entities will also benefit from the Community Grant Program (\$125,000).*



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Capital Improvement Program

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## CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2018 – 2022

#### Capital Improvement Budget

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

#### Equipment Replacement

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

#### Park Development

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

#### Infrastructure improvements

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

## CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2018 - 2022

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

#### Facilities

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

#### Information Technology/City TV

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

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

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2018 - 2022

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

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2018 - 2022

EQUIPMENT		Priority	FY18	FY19	FY20	FY 21	FY 22
<b>Recreation - Equipment</b>							
Pool Table	ERR	IV	\$ 5,500				
Scoreboard	ERR	IV	\$ 8,930				
REC Programming Software	ERR	II		\$ 51,069			
Treadmills	ERR	III		\$ 6,330		\$ 6,100	
Active Arcade Game - Game Room	GF	IV					\$ 15,000
<b>Administration/Communications (City TV) - Equipment</b>							
Auditorium PA System	SRF	II	\$ 45,000				
Digital Signage	SRF	III	\$ 25,000				
Videography Small Camera Packages	SRF	III	\$ 25,000				
Auditorium Camera System	SRF	III		\$ 120,000			
Council Dais	SRF	I		\$ 25,000			
CableTV 13 Editing & Playback Servers	SRF	III			\$ 50,000		
Media Lab Equipment	SRF	III				\$ 52,167	
<b>Library - Equipment</b>							
Userful Hardware, Software, & Support (27 Workstations)	ERR	I	\$ 28,802			\$ 45,600	
<b>Departmental - Vehicles</b>							
Admin Pool Car (#243)	ERR	III		\$ 31,253			
<b>Information Technology</b>							
Upgrade Backbone Switches	ERR	I				\$ 28,550	
Closed Circuit TV & Video Surveillance	ERR	II					\$ 45,212
Millennium Door Security & ID Software	ERR	II					\$ 34,778
Servers A & B	ERR	II					\$ 74,194
Surveillance for PW/REC/Heffner	GF	II					\$ 40,575
<b>SUBTOTAL - EQUIPMENT</b>			<b>\$ 521,817</b>	<b>\$ 1,052,490</b>	<b>\$ 508,574</b>	<b>\$ 481,216</b>	<b>\$ 1,257,030</b>
STREETS AND SIDEWALKS		Priority	FY18	FY19	FY20	FY21	FY22
<b>ADA Sidewalk Retrofit – Total FY18 Project \$500,000</b>							
City Sidewalks	GF	III	\$ 300,000				
SHA sidewalks	GF	III	\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Ethan Allen Gateway Streetscape - Total FY18 Project \$2,321,500</b>							
City Fund	GF /Bond	I	\$ 1,000,000				
MD Bikeway	SRF	I	\$ 66,000				
TAP	SRF	I	\$ 1,255,500				

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2018 - 2022

STREETS AND SIDEWALKS		Priority	FY18	FY19	FY20	FY21	FY22
<b>Flower Avenue Green Street Project - Total FY18 Project \$3,987,813</b>							
City Match	GF /Bond	I	\$ 708,914	\$ 520,004			
CDBG	SRF	I	\$ 77,350				
Montgomery County	SRF	I	\$ 200,000				
National Fish & Wildlife Federation Grant	SW	I	\$ 113,750				
SHA	GF	I	\$ 140,779	\$ 28,593			
TAP	SRF	I	\$ 780,248	\$ 260,083			
WSSC	SRF	I	\$ 1,966,772	\$ 655,591			
Lincoln Avenue Sidewalk - SRTS / GYH	SRF	III	\$ 578,300				
Neighborhood Commercial Center Improvements	GF	III	\$ 150,000		\$ 175,000		\$ 200,000
New Sidewalk Design/Construction & Traffic Calming	GF	III	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	III	\$ 35,000	\$ 40,000	\$ 45,000	\$ 50,000	\$ 50,000
Street Light Upgrade	GF	IV	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	II	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Takoma Junction Area Traffic Study	GF	II	\$ 75,000				
<b>Takoma Junction Area Improvements</b>							
City Fund	GF	III		\$ 710,000	\$ 460,000		
Grant	SRF	III			\$ 385,000		
<b>Chestnut Ave &amp; Hodges Ln Sidewalks</b>							
City 20% Match	GF Transfer SRF	I		\$ 16,700			
SRTS GYI	SRF	I		\$ 83,300			
Open Space Management Plan Implementation	GF	IV		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>SUBTOTAL -STREETS</b>			<b>\$ 8,467,613</b>	<b>\$ 3,859,271</b>	<b>\$ 2,610,000</b>	<b>\$ 1,595,000</b>	<b>\$ 1,795,000</b>
PARKS		Priority	FY18	FY19	FY20	FY21	FY22
Sligo Mill Overlook Construction	SRF	II	\$ 125,000				
Spring Park Improvements - Bog Bridge	GF	III	\$ 16,000				
Spring Park Improvements - Pathways & Erosion	GF	III	\$ 60,000				
Heffner Park Architectural Services for Facility Redesign	GF	IV				\$ 60,000	
Heffner Park Construction	GF	IV					\$ 150,000
<b>SUBTOTAL - PARKS</b>			<b>\$ 201,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 150,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2018 - 2022

FACILITIES		Priority	FY18	FY19	FY20	FY21	FY22
<b>Community Center</b>							
Floor Replacement for Azalea Room	FMR	IV	\$ 15,000				
Media Lab & Control Room remodeling	SRF	II		\$ 50,000			
<b>Office Renovations for HR/HCD/IT/Media - Total FY18 Project \$165,000</b>							
City Fund	FMR	III	\$ 80,000				
Cable Grant	SRF	III	\$ 85,000				
Police Office Renovation	SCF	I	\$ 50,000				
Police Space Design	GF	II	\$ 140,000				
Police Department Construction	GF /Bond	II			\$ 1,250,000	\$ 1,250,000	
Replace Roof Top Unit #12 - Game Room	FMR	III	\$ 20,000				
Replace Roof Top #9 - Third Floor Administrative Area	FMR	III		\$ 18,000			
Staff Lounge Improvements	FMR	IV	\$ 5,000				
Third Floor Bathroom Sink Retrofit	FMR	IV	\$ 10,000				
Rear Elevator Upgrade	ERR	III		\$ 216,733			
Epoxy Coat Walkway and LL Parking area	FMR	III	\$ 80,000		\$ 10,000		
Lobby Doors	FMR	IV				\$ 11,000	
<b>Heffner Community Center</b>							
Floor and Kitchen Renovation	FMR	III	\$ 14,000				
<b>Library</b>							
Library Construction & Relocation	GF /Bond	I	\$ 3,750,000	\$ 3,220,000	\$ 1,000,000		
Library Detail Design	GF	I	\$ 150,000				
<b>Public Works</b>							
Phase 2 Facility Design	GF	IV		\$ 100,000			
Phase 2 Construction	GF	IV			\$ 800,000		
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III			\$ 34,319		
<b>SUBTOTAL-FACILITIES</b>			<b>\$ 4,399,000</b>	<b>\$ 3,604,733</b>	<b>\$ 3,094,319</b>	<b>\$ 1,261,000</b>	<b>\$ -</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2018 - 2022

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

		FY18	FY19	FY20	FY21	FY22
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 381,917	\$ 1,084,223	\$ 452,893	\$ 389,049	\$ 894,689
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 224,000	\$ 18,000	\$ 10,000	\$ 11,000	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 7,545,693	\$ 6,163,597	\$ 5,275,000	\$ 2,905,000	\$ 2,000,575
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF	\$ -	\$ 16,700	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 89,900	\$ 40,000	\$ 40,000	\$ 40,000	\$ 43,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 5,229,170	\$ 1,193,974	\$ 435,000	\$ 52,167	\$ -
CIP Total Stormwater Fund	SW	\$ 354,350	\$ 245,000	\$ 250,000	\$ 250,000	\$ 263,766
<b>CIP GRAND TOTAL</b>		<b>\$ 13,825,030</b>	<b>\$ 8,761,494</b>	<b>\$ 6,462,893</b>	<b>\$ 3,647,216</b>	<b>\$ 3,202,030</b>

### Legend

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

### Priority Level

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



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IN THIS SECTION:

- Debt Service Summary 170



# Debt Service

## Overview:

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

## Community Center Bond 2015 Series:

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

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

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

# Debt Service

## Public Works Facility Bond:

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

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

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

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

# Debt Service

## Transportation Bond 2018:

*In anticipation for the funding of Street Improvement projects, the City plans to issue Transportation Bond in the amount of \$2,000,000. The bond proceeds are used for the design and construction of the Ethan Allen Gateway Streetscape and Flower Ave Green Street projects. The principal and interest payments are estimated base on a 15-year payment schedule presented by DHCD. The incurred costs include \$7,458 fees and insurance and approximately \$50,000 cost of issuance. The estimated final payment is due June 30, 2032.*

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

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	105,000	47,502	152,502
2019	120,000	50,718	170,718
2020	120,000	49,278	169,278
2021	120,000	47,598	167,598
2022	120,000	45,678	165,678
2023-2032	<u>1,415,000</u>	<u>265,040</u>	<u>1,680,040</u>
<b>Total</b>	<u>\$ 2,000,000</u>	<u>\$ 505,814</u>	<u>\$ 2,505,814</u>

# Debt Service

## Library Bond 2018:

*In the FY18 Budget, the City planned to issue a 30-year bond in the amount of \$7,000,000. The bond proceeds are used for the design and renovation of the Library Facility. The principal and interest payments are going to be repaid semi-annually each year based upon the payment schedule presented by DHCD. The bond setup costs include \$41,883 fees and insurance and approximately \$175,000 cost of issuance. The estimated final payment is due June 1, 2047.*

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

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	140,000	219,406	359,406
2019	155,000	237,882	392,882
2020	155,000	236,022	391,022
2021	160,000	233,852	393,852
2022	160,000	231,292	391,292
2023-2047	<u>6,230,000</u>	<u>3,564,495</u>	<u>9,794,495</u>
<b>Total</b>	<u>\$ 7,000,000</u>	<u>\$ 4,722,949</u>	<u>\$11,722,949</u>

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IN THIS SECTION:

- Fund Summary

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# Stormwater Management Fund

## Fund Overview:

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

*All property owners in the City pay a fee that is based on the amount of impervious surface on their property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY18, the rate is proposed to increase to \$92 per Equivalent Residential Unit (ERU).*

## Management Objectives:

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

## Performance/Workload Measures:

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

# Stormwater Management Fund

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coord.</i>	0.40	0.40
<i>Construction Manager</i>	0.25	0.25
<b><i>Fund Total FTEs</i></b>	<b>1.15</b>	<b>1.15</b>

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

<i>Fund Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Stormwater Management</i>	504,020	511,750	524,800	696,600
<i>National Fish &amp; Wildlife</i>	-	168,750	55,000	113,750
<b><i>Fund Total</i></b>	<b>504,020</b>	<b>680,500</b>	<b>579,800</b>	<b>810,350</b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	92,350	95,000	90,500	98,500
<i>Fringe Benefits</i>	37,322	34,700	39,500	43,500
<i>Overtime</i>	2,270	500	700	500
<i>Workers Compensation</i>	2,816	3,000	3,900	3,000
<b><i>Personnel Subtotal</i></b>	<b>134,758</b>	<b>133,200</b>	<b>134,600</b>	<b>145,500</b>
<i>Supplies</i>	111,069	133,000	131,500	149,000
<i>Services and Charges</i>	105,796	115,550	128,700	161,500
<i>Capital Outlay</i>	152,397	298,750	185,000	354,350
<b><i>Fund Total</i></b>	<b>504,020</b>	<b>680,500</b>	<b>579,800</b>	<b>810,350</b>



# Stormwater Management Fund

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Fund expenditures are 129,850 higher – an increase of 19 percent – compared to budgeted expenditures for FY17.*
- *The budgetary increase is due to increased personnel costs and increases in the cost of planned repairs, contractual services and capital projects.*
- *Fund FTEs remain unchanged.*
- *Approximately 18 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of the Construction Manager.*
- *Supplies represent 18 percent of fund expenditures. Included are repairs for existing systems located at Cherry Ave and Colby Avenue, Hilltop Road and Mississippi Avenue and Willow Avenue and Valley View, as well as miscellaneous repairs.*
- *Services and charges represent about 20 percent of expenditures and include video inspection, pipe cleaning, water quality testing, and specialized engineering design services.*
- *Capital expenditures total about 43.7 percent of fund expenditures. Included in that amount is \$113,750 for the stormwater component of the Flower Avenue Green Street Project paid for through grant funds from the National Fish and Wildlife Federation. Additional projects include construction of a bioretention facility at Devonshire Road and Glaizewood Avenue, Grant Avenue and Holly Avenue, Tulip Avenue Phase 2 storm pipe installation and design development of the Takoma Branch Stream Restoration project.*



## IN THIS SECTION:

- Project Descriptions

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# Project Descriptions

## General Government

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

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

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

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

## Housing and Community Development

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

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

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

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

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

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

# Project Descriptions

## TKPK 5K Challenge

\$40,000

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

## Recreation

### CDBG – Village of Takoma Park

\$5,300

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

## Public Works

### Flower Avenue Green Street Improvements

\$3,024,370

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

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

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

\$200,000 from Montgomery County

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

# Project Descriptions

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

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

## **Safe Routes to School – Lincoln Avenue Sidewalk** **\$578,300**

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

## **TAP - Ethan Allen Gateway Streetscape** **\$1,255,500**

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

## **Sligo Mill Overlook Park** **\$125,000**

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

## **MEA Smart Energy Communities Grant** **\$43,924**

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



## IN THIS SECTION:

- Fund Summary 184



# Speed Camera Fund

## Fund Overview:

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

## Fund Summary:

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Proposed FY18</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 FY17</i>	<i>Proposed FY18</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 FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Speed Camera Fund</i>	<i>1,566,447</i>	<i>1,302,500</i>	<i>1,314,000</i>	<i>1,312,000</i>
<b><i>Fund Total</i></b>	<b><i>1,566,447</i></b>	<b><i>1,302,500</i></b>	<b><i>1,314,000</i></b>	<b><i>1,312,000</i></b>

<i>Fund Expenditures</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Speed Camera Fund</i>	<i>1,814,036</i>	<i>1,264,217</i>	<i>1,271,190</i>	<i>1,335,460</i>
<b><i>Fund Total</i></b>	<b><i>1,814,036</i></b>	<b><i>1,264,217</i></b>	<b><i>1,271,190</i></b>	<b><i>1,335,460</i></b>

<i>Fund Expenditures by TYPE</i>	<i>Actual FY16</i>	<i>Adopted FY17</i>	<i>Estimated FY17</i>	<i>Proposed FY18</i>
<i>Wages</i>	<i>205,231</i>	<i>205,500</i>	<i>195,500</i>	<i>212,000</i>
<i>Fringe Benefits</i>	<i>139,260</i>	<i>140,737</i>	<i>140,500</i>	<i>148,500</i>
<i>Workers Compensation</i>	<i>24,845</i>	<i>28,000</i>	<i>30,500</i>	<i>30,000</i>
<i>Overtime</i>	<i>35,390</i>	<i>20,000</i>	<i>35,500</i>	<i>35,000</i>
<i>Clothing Allowance</i>	<i>2,748</i>	<i>3,480</i>	<i>3,240</i>	<i>4,200</i>
<i>Employee Recognition</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>2,590</i>
<b><i>Personnel Subtotal</i></b>	<b><i>407,474</i></b>	<b><i>397,717</i></b>	<b><i>405,240</i></b>	<b><i>432,290</i></b>
<i>Supplies</i>	<i>99</i>	<i>-</i>	<i>250</i>	<i>500</i>
<i>Services and Charges</i>	<i>727,426</i>	<i>786,700</i>	<i>787,700</i>	<i>787,700</i>
<i>Miscellaneous</i>	<i>11,462</i>	<i>40,000</i>	<i>40,000</i>	<i>25,070</i>
<i>Capital Outlay</i>	<i>667,575</i>	<i>39,800</i>	<i>38,000</i>	<i>89,900</i>
<b><i>Fund Total</i></b>	<b><i>1,814,036</i></b>	<b><i>1,264,217</i></b>	<b><i>1,271,190</i></b>	<b><i>1,335,460</i></b>



# Speed Camera Fund

## Adopted to Estimated Actual FY17:

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

## FY18 Budget Highlights:

- *Fund expenditures are \$71,243 higher — an increase of 5.6 percent — compared to budgeted expenditures for FY17.*
- *The variance is attributable to an increase in personnel costs and capital expenditures.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 32.4 percent of fund expenditures.*
- *Services and charges represent about 59 percent of fund expenditures. This category includes the cost of the City's contract with Xerox State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Miscellaneous costs represent about two percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile video cameras, protective equipment.*
- *Capital Outlay expenditures are budgeted at \$89,900 and represent about 7 percent of fund expenditures.*