

PROPOSED BUDGET

City of Takoma Park, MD

Fiscal Year 2019

July 1, 2018 – June 30, 2019



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Introduction to the Budget Document



THE CITY OF
TAKOMA PARK



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City of Takoma Park

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March 30, 2018

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 2019 (FY 19). 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.

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

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

For the last few years, we have been planning for a number of major projects and initiatives, including doing research, adopting policy and getting funding in place. FY 19 will be a year of transition into implementation of these projects and efforts.

For FY 19, I propose to raise the real property tax rate from \$0.5348 to \$0.545 per \$100 net assessed valuation and phase in five staff positions over the course of the coming year. Additional staff is required to carry out these Council's Priorities. In addition, we are in a time of national economic uncertainty and additional funds are needed to maintain reasonable reserves.

Steering – Not Reacting to – Economic Development

Construction on the Purple Line is finally underway and will be directly affecting City businesses. Montgomery County is moving forward on planning for Bus Rapid Transit on New Hampshire Boulevard. The City's Takoma Junction project is progressing. And, the City Council is identifying the implementation steps it wishes to see pursued from the draft Housing and Economic Development Strategic Plan that was completed this year.

With all of this, plus private sector interest in locating in our desirable Takoma Park area, we need staff to make sure things happen in the right way. We cannot rely on the private sector to craft and maintain the special character and diversity of Takoma Park – it will take work on our part to make it happen.

For that reason, I am proposing the creation of an Economic Development division in the Housing and Community Development Department and the hiring of an economic development manager and specialist. It will take some time

to hire the right people for the job, so I anticipate the positions will be on board in the second half of the FY 19 fiscal year. These staff will work with our community development and housing staff on a variety of projects that will improve the economic health of our community and increase affordable housing options. A strong economy will allow Takoma Park to continue to provide services and tax relief to residents who wouldn't otherwise be able to live in and enjoy Takoma Park.

Community Policing

In January, we welcomed Police Chief Tony DeVaul to the City. As he works to structure the Takoma Park Police Department in line with the vision of the City Council, he sees the need to add two police officers to the force. One position allows for the creation of a community policing coordinator and one allows for an improved management structure. As with the economic development positions, it takes time to onboard new officers, so these positions aren't budgeted for until the second half of FY 19.

Although community policing has been a priority of the Police Department for some time, the excellent work that has occurred in Takoma Park has been more through the interests of individual officers rather than as a result of an organizational focus. Restructuring will assist the Chief in ensuring that community policing and a guardian, not warrior, approach is implemented throughout the organization.

Fiscally Sustainable Government

One of the Council's goals for FY 19 is to adopt a financial policy to determine the appropriate level of designated reserves. It is best practice to have the City's Unassigned Fund Balance be 17% of the General Fund operating expenditures, which would be about \$4.3 million. In the past, the City worked to ensure the amount is at least over \$3 million, which accommodates the normal fluctuations of revenue and expenditures from month to month. (We also have special reserves for replacement of expensive equipment and facility components, as well as reserves for emergencies and for our affordable housing initiatives.)

For FY 19, we project the Unassigned Fund Balance to be just \$2.6 million. I would prefer this number to be larger, but this lower amount is due in large part to a special situation. This special situation allows me to accept it as a minimum Unassigned Fund Balance for this year only. We received a different recommendation this year from our financial advisers about how to show the Bond Reserve in the Fund Balance chart, which affects the computation of the Unassigned Fund Balance. The bond reserve is the \$9 million the City borrowed for the two large street projects (Ethan Allen Gateway and the Flower Avenue Green Street) and the Library renovation and expansion project. \$5.6 million of these funds will not be spent in FY 19 and the funds for the Library project will not be fully spent until FY 21 or later. That doesn't mean these funds can be spent on other City needs, but they add to the financial cushion that we have with the other reserve funds.

In determining the appropriate level of real property tax to propose for this budget, I looked at personnel, operating and certain capital expenses over the next several years. It is a best practice to have ongoing revenue (generally tax revenue) support ongoing expenses. To see that that occurs, I am proposing to raise the real property tax rate to 54.5 cents per \$100 assessed valuation.

We will be watching the economy carefully over the coming year. There is much that is unknown about the impacts of the new federal tax law and the trade tariffs. How these affect income tax revenues, investment returns and Library construction costs are all yet to be determined.

Environmental Sustainability

The City of Takoma Park will continue its remarkable commitment to energy and environmental sustainability in FY 19, and will continue to have a special focus on helping residents of multi-family buildings and lower-income residents. We are also looking to establish and support tree canopy goals as well as looking at how our tree ordinance functions.

Our stormwater program is a major aspect of our work towards environmental sustainability and the protection of our waterways and the Chesapeake Bay. A study is underway regarding the amount of impervious surface in our community so as to see if changes should be made to our stormwater fee and program. For FY 19, however, the base fee of \$92 will stay the same. Note that next year the bill will not be sent to property owners directly; instead it will be shown as a new line on the property tax bill sent by Montgomery County.

One of the large projects for FY 19 is the Flower Avenue Green Street project. Construction will begin this summer and the resulting improvements will make the area from Carroll Avenue to Piney Branch Road safe for pedestrians and transit users and meet many environmental goals. The new LED lights are in and much of the underground utility improvements have begun. When completed, this will be a project that will gain regional and national attention.

A Livable Community

One of the City's premier projects is the renovation and expansion of our beloved Takoma Park Library. As part of the detailed engineering work now being done, a flood plain delineation study, required by Montgomery County, is underway. The results of this study may impact the design, so as we learn more, we will be reporting back to the Council and the community.

This project will showcase the best of Takoma Park as a welcoming community where all can learn and share the enjoyment of reading, no matter one's age or background. It will also make important improvements for ADA accessibility and advance environmental sustainability in its design and use of energy.

Other major projects include the Ethan Allen Gateway project at its intersection with New Hampshire Avenue. The intersection will be safer and more attractive and helps bring to life our plans for the improvement of New Hampshire Avenue.

Along New Hampshire Avenue there will be planning for protected bikeways and we will be working with Montgomery County on moving towards Bus Rapid Transit along the New Ave. These improvements, in conjunction with the Takoma Langley Crossroads station of the Purple Line, will provide the needed infrastructure to support the economic development improvements that we are counting on for our economic future.

Another project we will be working on in FY 19 is how to handle the moving of Washington Adventist Hospital from Takoma Park. The hospital has decided not to leave the health services in Takoma Park that it had committed to when requesting approval for a new hospital building in the White Oak area of Montgomery County. As a large site in the heart of our community, we will need to work to ensure that the property remains an asset to Takoma Park, and does not become an eyesore. We are hoping to see if the site can be redeveloped to meet our community's needs, such as other health facilities, a new elementary school, or housing.

Besides major projects, this budget continues the city's ongoing support of community partnerships and festivals, and contributes \$200,000 to the Housing Reserve.

As the Council, staff and community discuss implementation steps related to affordable housing based on the recommendations of the Housing and Economic Development Strategic Plan, we will look to protect and improve the housing stock we have, while working to increase housing opportunities for residents of all incomes and needs.

Engaged, Responsive and Service Oriented Government

I am pleased to work with simply wonderful City staff. They work so very hard and are very committed to making Takoma Park a great place to live. We have a very small staff compared to other municipalities of our size, and I appreciate how much they do. In the coming year, I am asking for more staff because the positions are needed.

Part of the work we need to do is better manage ourselves. For that, I am asking for another staff person in our two-person Human Resources division. We want to continue our professional development, improve our service delivery, and work with the Council on how we can use the Racial Equity lens to help build the equitable quality of life in Takoma Park that is our shared vision.

Proposed Budget Preparation

The FY 19 budget is the product of months of preparation by the staff and Council. Besides the Council Retreats in January, there was a special Roundtable Discussion between the Council and the City's Senior Leadership Team that I found particularly helpful. I deeply appreciate the collaborative approach between Council and staff in development of this Proposed Budget.

I look forward to the discussions of the budget that will be held in April and May. For a second year, we will hold a Budget Open House (on April 7 from 2 to 5 pm) to allow the public to ask questions about the budget in advance of the public hearings. Public input is essential to our government and keeps us all heading in the right direction, together.

I want to give special thanks to the team that does the work that results in this budget document. Staff in each department provide information for the sections that apply to them. Alisa Trammell did an amazing amount of budget preparation and she and Jeremy Dickey actually make the document come together smoothly. And, it is the leadership of Finance Director Susan Cheung that is key to preparing another successful Proposed Budget. It is hard to believe she does it all so cheerfully!

Living Up to the Expectations of Our Young People

We have been thrilled to see young people in Takoma Park and across the nation standing up to force the nation to move where it needs to go. The Takoma Park Youth Council, the Police Junior Explorers, and the many other young people who participate in City programs, or work or volunteer for us, are expecting us to work with them as they create the future. It's exciting as well as a huge challenge – we don't want to slow them down! I greatly appreciate the inspiration they are providing us.

As I look forward to FY 19, we are ready to do the work the Council, and the community, has laid out for us.

Sincerely,

Suzanne Ludlow

Suzanne Ludlow

Acknowledgement

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

Takoma Park City Council

Mayor Kate Stewart

Councilmember Peter Kovar, Ward One

Councilmember Cindy Dyballa, Ward Two

Councilmember Kacy Kostiuik, Ward Three

Councilmember Terry J. Seamens, Ward Four

Councilmember Jarrett Smith, Ward Five

Councilmember Talisha Searcy, Ward Six

City Manager

Suzanne R. Ludlow

Deputy City Manager

Jason Damweber

Director of Finance

Susan Cheung

Senior Leadership

Ellen Arnold-Robbins, Director of Library

Alexis Blackwell, Director of Human Resources

Daryl Braithwaite, Director of Public Works

Jessie Carpenter, City Clerk

Gregory Clark, Director of Recreation

Sara Daines, Director of Housing and Community Development

Lars Desalvio, Information Systems Manager

Antonio DeVaul, Chief of Police

Budget Document Preparation

Alisa Trammell, Budget Specialist

Jeremy Dickey, Media Specialist

Budget Development Process

General Information

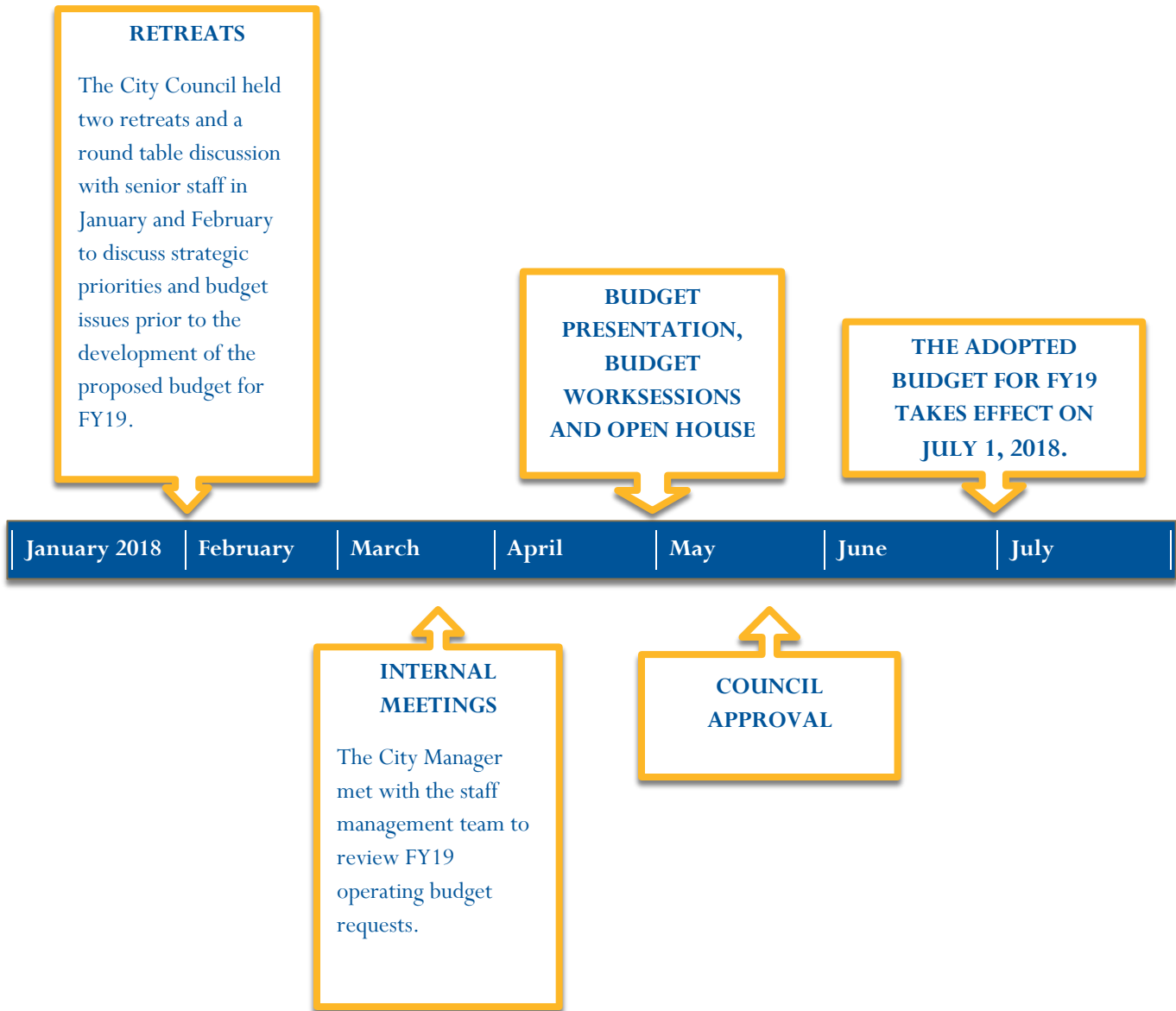
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

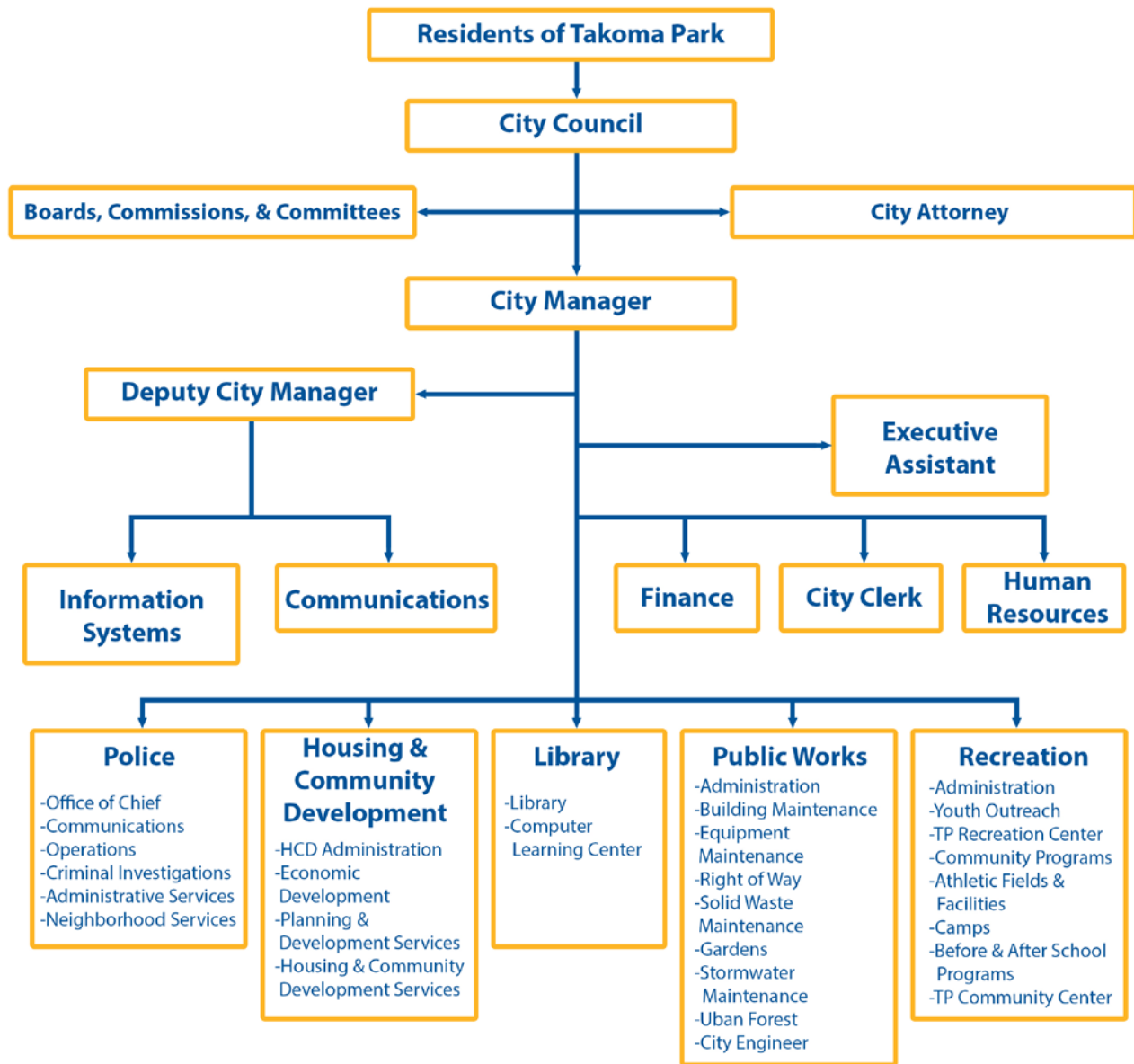
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

Budget Development Process



Organizational Chart



FY 2019 Budget at a Glance

- Total revenues (all funds) of \$32,574,509.
- Total expenditures (all funds) of \$39,252,270.
- Total General Fund revenues of \$25,316,715.
- Total General Fund expenditures of \$31,900,001.
- Assessable real property base (net) projected to increase by approximately \$145 million or 6.5 percent from FY18.
- Real property tax rate increases to \$0.545 per \$100 of assessed valuation. Real property tax revenues increase by \$1,019,324 compared to FY18 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain at \$3,513,643 for the fifth year in a row.
- Staffing levels increase by 6.41 full-time equivalents. The net increase reflects an Economic Development Manager and Specialist, two Police Officers, a Human Resources Coordinator, and adjustments to part-time hours.
- Anticipated General Fund expenditures of \$1.1 million for streets and sidewalks. General Fund expenditures also include \$904,000 for the Flower Avenue Green Street Project and \$562,000 for Ethan Allen Gateway Project to be paid by the City’s Transportation Bond. The cost of Library design and renovation is expected to be \$1.4 million and is funded by a \$7 million Library Bond.
- Continued funding (\$150,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$700,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including police cars, a recycling truck and a trash truck.
- Contribution of \$200,000 to replenish the Facility Maintenance Reserve.

FY 2019 Budget at a Glance

- Financial support for the Arts and Humanities Commission (\$12,200), the Takoma Park Independence Day Committee (\$25,000), the Takoma Park Folk Festival (\$20,000), and \$100,000 for Community Grant programs.
- Continued financial support for emergency assistance services (\$30,000) to supplement donations made through the stormwater management fee billing.
- Funding related to Council priorities such as Housing Reserve Fund (\$200,000), Community Partnership Program (\$110,000) and Race Equity training (\$15,000).
- Expenditures of \$411,000 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 \$4,987,444 in Special Revenue Funds for special projects, including \$1.2 million for the Flower Avenue Green Street Project, \$240,000 funding for the New Hampshire Avenue Bikeway, \$693,000 for the Ethan Allen Gateway Project and \$200,000 for audio-visual improvements in the Community Center.
- Anticipated expenditure of \$235,800 from Speed Camera Fund revenues. Expenditures include payments to the program contractor, funding for the field equipment, and \$45,000 for refit of police property room.
- 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 FY14	Actual FY15	Actual FY16	Actual FY17	Adopted FY 18	Proposed FY 19
General Government	16.95	17.50	17.50	17.25	16.75	17.75
Police	58.83	59.47	59.47	62.64	62.85	64.95
Public Works	32.85	34.85	35.85	35.85	36.10	36.10
Recreation	19.76	19.89	19.89	19.87	19.34	20.53
Housing and Community Development	10.66	9.75	9.83	8.51	9.38	11.50
Communications	4.00	4.35	5.62	5.75	5.75	5.75
Library	10.16	10.90	11.12	11.13	11.13	11.13
Stormwater Management	1.15	1.15	1.15	1.15	1.15	1.15
Special Revenue	0.19	-	-	-	-	-
Speed Camera	3.00	3.00	3.00	3.00	3.00	3.00
Total Full-Time Equivalents	157.55	160.86	163.23	165.15	165.45	171.86



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Financial Structure Overview

The FY19 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

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

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

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

Financial Structure Overview

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

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

Accounting Guidelines

Balanced Budget Requirements

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

Investment Policy

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

Capital Asset Policy

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

Annual Audit

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

Accounting Guidelines

Capital Improvement Project (CIP)

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

Debt Policy

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

Fund Balance

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

Overview of Reserve Funds

Section 804 of the Takoma Park City Charter outlines the provisions for reserve funds and establishes two such funds: an Emergency Reserve and an Equipment Replacement Reserve. This section of the Charter also authorizes the City Council to establish and maintain additional reserves as deemed necessary. The Council established a Facilities Maintenance Reserve in 2011 and a Housing Reserve in 2016, which continue to be maintained. Bond Reserves are set aside when bonds are established for particular purposes to ensure that dedicated funds are available for future payments of the bond term(s). Descriptions of each of these reserve funds are provided below.

Emergency Reserve

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

Equipment Replacement Reserve

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

Overview of Reserve Funds

Equipment Replacement Reserve (continued)

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

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

Facilities Maintenance Reserve

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

Overview of Reserve Funds

Housing Reserve

The Housing Reserve was established in 2016 in an effort by the Council to set aside funds to meet housing affordability goals. The Council determines the amount of funds to allocate to the Housing Reserve annually based on identified uses for the funds and available funding.

Restricted Bond Reserve

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

Combined Statement of Revenues, Expenditures, and Changes in Fund Balance – All Governmental Funds For the Fiscal Year Beginning July 1, 2018

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed Camera Fund	Total
FY 2019 Revenues	25,316,715	881,750	5,059,444	1,316,600	32,574,509
FY 2019 Expenditures	31,900,001	897,706	5,095,044	1,359,519	39,252,270
Excess (deficiency) of revenues over expenditures	(6,583,286)	(15,956)	(35,600)	(42,919)	(6,677,761)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(6,583,286)	(15,956)	(35,600)	(42,919)	(6,677,761)
Fund Balance					
Beginning of year	20,029,312	133,616	3,350,118	818,683	24,331,729
End of year	13,446,026	117,660	3,314,518	775,764	17,653,968

General Fund Summary

	Audited FY15	Audited FY16	Audited FY17	Adopted FY18	Projected FY18	Proposed FY19
REVENUES						
Taxes and utility fees	14,768,704	16,142,419	16,357,517	16,583,066	16,545,300	17,585,072
Licenses and permits	76,103	87,315	69,718	76,704	105,208	73,604
Fines and forfeitures	310,977	482,986	372,451	405,000	270,000	310,000
Use of money and property	29,729	53,214	24,935	17,000	75,000	75,000
Charges for service	1,165,614	1,141,780	1,197,123	1,141,450	1,245,293	1,120,797
Intergovernmental	6,089,786	5,818,760	6,084,854	6,149,780	6,121,306	6,076,742
Miscellaneous	149,142	215,008	106,844	77,000	74,500	75,500
Total Revenues	22,590,055	23,941,482	24,213,442	24,450,000	24,436,607	25,316,715
EXPENDITURES						
General Government	2,841,800	3,053,281	2,873,202	3,323,064	3,100,975	3,337,464
Police	6,717,977	7,246,838	7,552,140	7,916,935	7,698,646	8,553,414
Public Works	4,219,023	4,618,791	4,580,093	5,076,406	4,750,864	5,177,819
Recreation	1,507,045	1,582,574	1,723,755	1,938,837	1,854,783	1,988,550
Housing and Community Development	1,566,810	1,517,686	1,257,609	1,709,675	1,623,420	1,891,208
Communications	468,120	500,162	489,911	591,785	519,839	565,800
Library	1,129,615	1,181,498	1,217,409	1,349,860	1,279,381	1,372,720
Non-Departmental	1,026,403	1,120,833	1,168,118	1,764,030	1,351,747	1,684,484
Capital Outlay	2,674,039	1,783,457	2,065,455	4,845,708	3,499,208	6,408,627
Debt Service	384,948	1,902,426	359,898	910,160	825,660	919,915
Total Expenditures	22,535,780	24,507,546	23,287,590	29,426,460	26,504,523	31,900,001
Excess (deficiency) of revenues over expenditures						
	54,275	(566,064)	925,852	(4,976,460)	(2,067,916)	(6,583,286)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	1,579,730	-	9,000,000	9,000,000	-
Capital lease	-	-	-	-	-	-
Sale of property	-	-	-	-	-	-
Operating transfers in (out)	(13,014)	(27,108)	(80,035)	(450)	(450)	-
Total Other Financing Sources (Uses)	(13,014)	1,552,622	(80,035)	8,999,550	8,999,550	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses						
	41,261	986,558	845,817	4,023,090	6,931,634	(6,583,286)
FUND BALANCE						
Beginning of year	11,224,042	11,265,303	12,251,861	13,097,678	13,097,678	20,029,312
End of year	11,265,303	12,251,861	13,097,678	17,120,768	20,029,312	13,446,026

General Fund - Fund Balance Projection Detail

	As Of June 30, 2017	Additions	Deletions	As Of June 30, 2018	Additions	Deletions	As Of June 30, 2019
Emergency Reserve	464,807	-	-	464,807	-	-	464,807
Equipment Replacement Reserve	3,957,813	720,000	635,218	4,042,595	700,000	1,023,704	3,718,891
WSSC Contribution for Future Street Work	96,567	-	-	96,567	-	-	96,567
Facility Maintenance Reserve	461,524	250,000	167,500	544,024	200,000	426,000	318,024
NonSpendable-Prepaid, Deposits, Inventory	12,093	8,000	6,700	13,393	5,000	7,000	11,393
Housing Reserve	400,830	300,000	10,000	690,830	200,000	300,000	590,830
Bond Reserve (Restricted)	-	9,000,000	562,412	8,437,588	-	2,812,588	5,625,000
Total Reserved/NonSpendable Fund Balance	5,393,634	10,278,000	1,381,830	14,289,804	1,105,000	4,569,292	10,825,512
Total Unassigned Fund Balance	7,704,044	-	1,964,536	5,739,508	-	3,118,994	2,620,514
Total Fund Balance	13,097,678			20,029,312			13,446,026

General Fund Revenues

REVENUES BY SOURCE	Audited FY15	Audited FY16	Audited FY17	Adopted FY18	Estimated FY18	Proposed FY19
Taxes and Utility Fees						
Real Property	11,016,039	11,516,876	11,998,604	12,013,248	12,114,000	13,032,572
Personal Property	339,906	375,018	410,678	375,000	420,000	420,000
RR and Public Utilities	205,203	220,552	221,706	235,500	235,000	240,000
Penalties and Interest	48,066	64,336	122,844	100,000	30,000	40,000
Admission and Amusement	122,970	134,062	136,238	134,000	134,000	134,000
Additions and Abatements	(64,967)	(8,713)	(49,620)	(35,000)	(48,000)	(48,000)
Highway	303,608	346,015	345,873	360,318	360,300	366,500
Income Tax	2,797,878	3,494,273	3,171,194	3,400,000	3,300,000	3,400,000
Total--Taxes and Utility Fees	14,768,704	16,142,419	16,357,517	16,583,066	16,545,300	17,585,072
Licenses and Permits	76,103	87,315	69,718	76,704	105,208	73,604
Fines and Forfeitures	310,977	482,986	372,451	405,000	270,000	310,000
Use of Money and Property	29,729	53,214	24,935	17,000	75,000	75,000
Charges for Services						
Inspection Fees	322,448	318,668	325,162	338,600	338,600	333,595
Public Parking Facilities	94,197	104,123	101,616	95,000	95,000	95,000
Waste Collection & Disposal Charges	72,192	69,011	61,827	71,000	71,000	69,000
Recreation Programs and Services	523,822	495,384	558,363	497,600	622,056	504,400
Library Fines and Fees	33,782	26,121	23,869	33,000	16,900	17,000
Passport Services	74,220	81,613	80,670	60,000	56,000	56,000
Copying	29	-	-	-	-	-
Telephone Commissions	10	-	26	30	17	30
Special Trash Pickup	7,945	8,435	9,425	8,500	8,500	8,500
Recyclable Sales	1,031	238	532	1,000	500	500
Mulch Sales	22,925	22,755	20,566	22,000	22,000	22,000
Advertising--Bus Shelters	7,504	9,873	9,347	9,000	9,000	9,000
Farmer's Market	5,508	5,559	5,720	5,720	5,720	5,772
Total--Charges for Services	1,165,614	1,141,780	1,197,123	1,141,450	1,245,293	1,120,797

General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Audited FY15</u>	<u>Audited FY16</u>	<u>Audited FY17</u>	<u>Adopted FY18</u>	<u>Estimated FY18</u>	<u>Proposed FY19</u>
Intergovernmental Revenues						
Police Protection (State)	433,382	401,570	451,694	437,300	434,000	415,436
State & County Projects	191,616	181,797	46,059	91,743	90,000	90,000
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Montgomery County	5,000	-	-	-	-	-
Library Aid	145,801	154,498	166,169	154,043	155,000	164,000
Police Rebate	920,996	930,658	945,118	1,039,388	1,015,000	1,028,000
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	85,020	87,650	85,020	85,020	85,020
Hotel Motel Tax	110,893	118,598	133,500	115,000	115,000	118,000
Cable Franchise Fees	250,223	250,290	258,639	246,000	246,000	228,000
Cable--Operating	424,939	177,043	476,739	462,000	462,000	429,000
Chesapeake Bay Trust Grant	-	-	-	-	-	-
Total--Intergovernmental Revenues	6,089,786	5,818,760	6,084,854	6,149,780	6,121,306	6,076,742
Miscellaneous						
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	412	615	1,200	1,000	1,000	1,000
Other	28,703	112,852	30,666	30,000	30,000	30,000
Insurance Claims	13,628	40,037	(1,027)	-	500	500
Administrative Fees--Parking	5,910	7,980	5,663	6,000	5,000	6,000
Federal Grant	2,650	4,278	-	-	-	-
Sale of City Property	3,415	22,196	30,082	12,000	12,000	12,000
Donations	69,425	2,050	15,260	3,000	1,000	1,000
Total--Miscellaneous	149,142	215,008	106,844	77,000	74,500	75,500
Total General Fund Revenues	22,590,055	23,941,482	24,213,442	24,450,000	24,436,607	25,316,715

Stormwater Management Fund Summary

	Audited FY15	Audited FY16	Audited FY17	Adopted FY18	Estimated FY18	Proposed FY19
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	2,800	6,179	725	1,000	3,000	3,000
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	418,663	410,472	418,071	695,200	705,000	700,000
Intergovernmental	-	-	-	113,750	-	168,750
Miscellaneous	4,991	4,962	21,421	5,000	14,283	10,000
Total Revenues	426,454	421,613	440,217	814,950	722,283	881,750
<u>EXPENDITURES</u>						
Public Works	331,035	351,623	348,689	569,050	483,100	655,250
Capital outlay	126,841	152,397	73,622	296,600	296,600	242,456
Total Expenditures	457,876	504,020	422,311	865,650	779,700	897,706
Excess (deficiency) of revenues over expenditures	(31,422)	(82,407)	17,906	(50,700)	(57,417)	(15,956)
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(31,422)	(82,407)	17,906	(50,700)	(57,417)	(15,956)
<u>FUND BALANCE</u>						
Beginning of year	286,956	255,534	173,127	191,033	191,033	133,616
End of year	255,534	173,127	191,033	140,333	133,616	117,660

Note: The \$286,929 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 FY15	Audited FY16	Audited FY17	Adopted FY18	Projected FY18	Proposed FY19
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,469,501	1,224,944	769,233	2,235,907	2,265,521	5,014,444
Miscellaneous	38,613	37,750	35,626	44,374	43,720	45,000
Total Revenues	1,508,114	1,262,694	804,859	2,280,281	2,309,241	5,059,444
EXPENDITURES						
General Government	15,350	248,301	198,754	450	450	37,600
Police	1,842	18,096	-	-	-	-
Public Works	60,891	186,207	55,625	166,129	41,128	25,000
Housing and Community Development	285,057	212,417	82,169	200,574	130,840	45,000
Recreation	-	6,750	146	5,300	0	0
Capital outlay	1,303,363	107,469	518,884	1,976,870	2,181,700	4,987,444
Total Expenditures	1,666,503	779,240	855,578	2,349,323	2,354,118	5,095,044
Excess (deficiency) of revenues over expenditures	(158,389)	483,454	(50,719)	(69,042)	(44,877)	(35,600)
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	13,014	27,108	80,035	450	450	-
Total Other Financing Sources (Uses)	13,014	27,108	80,035	450	450	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(145,375)	510,562	29,316	(68,592)	(44,427)	(35,600)
FUND BALANCE						
Beginning of year	3,000,042	2,854,667	3,365,229	3,394,545	3,394,545	3,350,118
End of year	2,854,667	3,365,229	3,394,545	3,325,953	3,350,118	3,314,518

Note: At June 30, 2019, the ending fund reserve restricted for Cable Equipment purchases is \$3,286,825 and other Capital Improvement Projects is \$27,693.

Speed Camera Fund Summary

	Audited FY15	Audited FY16	Audited FY17	Adopted FY18	Estimated FY18	Proposed FY19
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,747,787	1,561,395	1,463,521	1,300,000	1,250,000	1,300,000
Use of money and property	1,172	5,052	12,992	12,000	16,600	16,600
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,748,959	1,566,447	1,476,513	1,312,000	1,266,600	1,316,600
<u>EXPENDITURES</u>						
Police	1,229,960	1,146,461	1,122,286	1,243,760	1,087,572	1,123,718
Capital Outlay	71,056	667,575	-	114,900	114,900	235,801
Total Expenditures	1,301,016	1,814,036	1,122,286	1,358,660	1,202,472	1,359,519
Excess (deficiency) of revenues						
over expenditures	447,943	(247,589)	354,227	(46,660)	64,128	(42,919)
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and						
other financing sources over						
expenditures and other financing uses	447,943	(247,589)	354,227	(46,660)	64,128	(42,919)
<u>FUND BALANCE</u>						
Beginning of year	199,974	647,917	400,328	754,555	754,555	818,683
End of year	647,917	400,328	754,555	707,895	818,683	775,764

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 FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>General Management</i>	3.50	3.00	3.00
<i>Finance</i>	5.50	5.50	5.50
<i>Information Systems</i>	3.50	3.50	3.50
<i>Human Resources</i>	2.00	2.00	3.00
<i>City Clerk</i>	2.75	2.75	2.75
<i>Department Total FTEs</i>	17.25	16.75	17.75

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Passport Service</i>	80,670	60,000	56,000	56,000
<i>Investment Earnings</i>	24,105	17,000	75,000	75,000
<i>Subtotal</i>	104,775	77,000	131,000	131,000
<i>General Fund</i>	2,768,427	3,246,064	2,969,974	3,206,464
<i>Department Total</i>	2,873,202	3,323,064	3,100,974	3,337,464

Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	1,462,074	1,579,500	1,549,880	1,690,000
<i>Fringe Benefits</i>	551,673	570,607	574,100	631,500
<i>Overtime</i>	13,973	13,000	17,300	14,000
<i>Employee Recognition</i>	540	5,565	5,100	3,660
<i>Contractual Labor</i>	-	1,000	-	7,000
<i>Personnel Subtotal</i>	2,028,260	2,169,672	2,146,380	2,346,160
<i>Supplies</i>	23,262	25,900	24,250	29,800
<i>Services and Charges</i>	673,625	907,042	728,460	746,254
<i>Miscellaneous</i>	148,055	220,450	201,884	215,250
<i>Department Total</i>	2,873,202	3,323,064	3,100,974	3,337,464

<i>Dept. Expenditures by Division</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Legislative</i>	171,841	274,095	223,530	254,115
<i>General Management</i>	639,538	712,836	691,404	661,840
<i>Finance</i>	593,317	646,308	611,550	667,480
<i>Legal Services</i>	260,233	277,700	237,000	233,750
<i>Information Systems</i>	607,059	665,877	611,070	654,682
<i>Human Resources</i>	314,044	416,721	408,700	520,450
<i>City Clerk</i>	287,170	329,527	317,720	345,147
<i>Department Total</i>	2,873,202	3,323,064	3,100,974	3,337,464

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$222,090 less than budget.*
- *The variance is primarily attributable to lower than anticipated costs for contracted legal services in the current fiscal year as well as position vacancies for a portion of the year.*

FY19 Budget Highlights:

- *Departmental expenditures are \$14,400 higher – an increase of 0.4 percent – compared to budgeted expenditures for FY18. While we anticipate increases in personnel related expenditures, they are offset by decreases in budgeted operating expenditures, primarily contracted legal services and funds for the resident survey.*
- *Approximately 70 percent of departmental expenditures are personnel related (which is an eight percent increase over FY18).*
- *Approximately 22 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, computer and technology hardware, and software maintenance fees.*
- *Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.*



Legislative

Division Purpose:

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

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Legislative</i>	171,841	274,095	223,530	254,115
<i>Division Total</i>	171,841	274,095	223,530	254,115

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	78,032	95,000	85,880	99,500
<i>Fringe Benefits</i>	25,540	30,500	30,500	30,500
<i>Overtime</i>	-	-	-	-
<i>Personnel Subtotal</i>	103,572	125,500	116,380	130,000
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	32,243	91,595	59,450	80,615
<i>Miscellaneous</i>	36,026	57,000	47,700	43,500
<i>Division Total</i>	171,841	274,095	223,530	254,115

Legislative

Adopted to Estimated Actual FY18:

- *Division expenditures are anticipated to be \$50,565 less than budget.*
- *The variance results from lower than expected costs for the November 2017 election, lower costs for contractual services, and delay in hiring the Council Intern.*
- *Election expenditures are classified as miscellaneous. For FY18, \$15,000 was budgeted for the November 2017 election. Total election costs were \$10,100.*

FY19 Budget Highlights:

- *Division expenditures are \$19,980 lower – a decrease of 7.3 percent – compared to budgeted expenditures for FY18.*
- *The Legislative Division budget typically varies from year to year due to the cost to conduct the City election. Due to the change of date to coincide with presidential and gubernatorial elections, the next general election will take place in 2021. For FY19, \$500 is budgeted for mailings and miscellaneous expenses related to City elections.*
- *Approximately 51 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.*
- *The proposed budget includes \$17,500 for half the salary of a City Council Intern. The intern is shared with the City Clerk's Office.*
- *Services and Charges account for about 31.7 percent of the division budget. This category includes contractual lobbying assistance (\$54,965), Council scholarships for eligible Montgomery College students (\$5,000), consultant fees (\$15,000), and the cost of cell phones for the City Council (\$4,650). The lobbying assistance includes advocacy for the City at both the State and County levels.*
- *Miscellaneous expenditures account for approximately 17 percent of the legislative budget. This category includes expenditures associated with City Council meetings and receptions (\$5,000), funding to support the work of the Council-appointed boards, commissions and committees (\$3,000), conference attendance and training for the Council (\$27,000), and membership dues for a variety of organizations, including the National League of Cities, the Maryland Mayors' Association, Government Alliance for Race and Equity, MML Montgomery Chapter, and the Mayors Innovation Project.*

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 FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.50	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.50	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</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>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>General Management</i>	639,537	712,836	691,404	661,840
<i>Division Total</i>	639,537	712,836	691,404	661,840

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	397,075	405,000	400,000	420,000
<i>Fringe Benefits</i>	136,658	135,746	135,000	132,500
<i>Overtime</i>	254	1,000	800	1,000
<i>Employee Recognition</i>	90	150	60	90
<i>Personnel Subtotal</i>	534,077	541,896	535,860	553,590
<i>Supplies</i>	5,647	10,000	5,300	4,500
<i>Services and Charges</i>	27,512	87,940	81,000	33,250
<i>Miscellaneous</i>	72,301	73,000	69,244	70,500
<i>Division Total</i>	639,537	712,836	691,404	661,840

General Management

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$21,432 less than budget.*

FY19 Budget Highlights:

- *Division expenditures are \$50,996 lower – a decrease of 7.2 percent – compared to budgeted expenditures for FY18. This decrease is attributable to the removal of funds in the FY19 budget for a contracted resident survey.*
- *Approximately 83.6 percent of division expenditures are personnel related.*
- *Services and charges account for five percent of division expenditures. This category includes items such as telephone charges, copying/printing costs and contractual services.*
- *Approximately 10.7 percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, are included in these expenditures.*

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 FY19 while continuing to maintain daily operations.*
- *Work with Investment Consultant to increase City's Socially Responsible Investment portfolio.*
- *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 FY17	Estimated FY18	Projected FY19
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	5,580	5,600	5,605
Number of accounts payable checks issued	3,472	3,550	3,560
Number of stormwater bills issued	6,114	6,210	-
Number of rental license bills issued	669	670	680
Number of refuse bills issued	286	300	300

Finance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	5.50	5.50	5.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	5.50	5.50	5.50

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Director of Finance</i>	1.00	1.00
<i>Budget Specialist</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Senior Accounting Assistant</i>	2.00	2.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	5.50	5.50

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Finance</i>	593,317	646,308	611,550	667,480
<i>Division Total</i>	593,317	646,308	611,550	667,480

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	352,970	367,500	367,000	379,500
<i>Fringe Benefits</i>	146,222	156,678	156,600	161,500
<i>Overtime</i>	1,814	2,500	500	2,500
<i>Employee Recognition</i>	180	3,180	3,180	180
<i>Personnel Subtotal</i>	501,186	529,858	527,280	543,680
<i>Supplies</i>	2,927	4,000	3,500	6,600
<i>Services and Charges</i>	88,098	103,450	72,770	92,600
<i>Miscellaneous</i>	1,106	9,000	8,000	24,600
<i>Division Total</i>	593,317	646,308	611,550	667,480

Finance

Adopted to Estimated Actual FY18:

Division expenditures are expected to be \$34,758 less than budget. The variance is attributable to reduction in services and charges. The CAFR preparation fee decreased by \$6,250, and the bank service charges decreased by \$19,400.

FY19 Budget Highlights:

- *Division expenditures are \$21,172 higher – an increase of 3.3 percent – compared to budgeted expenditures for FY18. The variance is attributable to the increase in personnel costs. Additional funds are provided for conferences and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 81 percent of division expenditures are personnel related.*
- *Other major division expenditures include contractual costs, such as the annual financial audit, and property tax collection fee. There is an increase of \$15,000 for the SRI Investment Consultant fee. Together, these areas account for \$117,200 or about 18 percent, of division expenditures.*

Legal

Division Purpose:

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

Management Objectives:

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

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Legal</i>	260,233	277,700	227,000	233,750
<i>Division Total</i>	260,233	277,700	227,000	233,750

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	259,558	275,000	235,000	232,000
<i>Miscellaneous</i>	675	2,700	2,000	1,750
<i>Division Total</i>	260,233	277,700	237,000	233,750

Legal

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$40,700 less than budget. This variance is primarily attributable to lower than expected costs for contracted legal services.*

FY19 Budget Highlights:

- *Division expenditures are \$43,950 lower – a decrease of 15.8 percent – compared to budgeted expenditures for FY18.*
- *The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count. The budget for general counsel services is \$182,000.*
- *The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters. The budget for labor counsel is \$20,000, down \$50,000 from FY18 when union contract negotiations occurred.*
- *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 less than one percent of division expenditures.*

Information Systems

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY17	Estimated FY18	Projected FY19
Network uptime	98.70%	99.50%	99.99%
E-mail services uptime	99.90%	99.999%	99.999%
Financial Services uptime	99.70%	98.75%	99.99%
Servers in VMWare environment	28	21	12
Applications in the Cloud	7	14	15
Number of Help Desk calls	2,066	1,995	1,750

Information Systems

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.50	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.50	3.50	3.50

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Information Technology Manager</i>	1.00	1.00
<i>Systems Administrator</i>	1.00	1.00
<i>Applications and Hardware Administrator</i>	1.00	1.00
<i>Administrative Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	3.50	3.50

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Information Systems</i>	607,059	665,877	611,070	654,682
<i>Division Total</i>	607,059	665,877	611,070	654,682

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	244,504	264,000	265,000	280,000
<i>Fringe Benefits</i>	100,659	107,670	100,000	111,500
<i>Overtime</i>	5,995	3,000	9,000	4,000
<i>Employee Recognition</i>	90	1,120	1,120	1,620
<i>Personnel Subtotal</i>	351,248	375,790	375,120	397,120
<i>Supplies</i>	9,100	5,000	9,150	9,500
<i>Services and Charges</i>	246,574	277,487	222,100	237,562
<i>Miscellaneous</i>	137	7,600	4,700	10,500
<i>Division Total</i>	607,059	665,877	611,070	654,682

Information Systems

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$54,807 less than budget. The variance is primarily due to lower than anticipated costs for contracted services.*

FY19 Budget Highlights:

- *Overall division expenditures are \$11,195 lower – a decrease of 1.7 percent – compared to budgeted expenditures for FY18. Services and charges decreased due to lower software maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 61 percent of division expenditures are personnel costs.*
- *Services and charges account for 36 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 and malware protection, spam blocking and content filtering also fall under this category. In addition, contractual expenses incurred with our network and security consultants fall in this section.*

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:

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

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Total New Hires	58	35	65	62
Average Days to Hire	88	80	95	75
Number of Workers' Comp Injuries	26	25	20	20
Number of Days Off Due to Injuries	1,167	300	300	250

Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	2.00	2.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.00	2.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Human Resources Director</i>	1.00	1.00
<i>Human Resources Generalist</i>	1.00	1.00
<i>Human Resources Coordinator</i>	-	1.00
<i>Division Total FTEs</i>	2.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Human Resources</i>	314,044	416,721	408,700	520,450
<i>Division Total</i>	314,044	416,721	408,700	520,450

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	196,761	223,000	221,000	279,500
<i>Fringe Benefits</i>	75,605	79,161	80,000	115,000
<i>Overtime</i>	4,947	4,000	4,500	4,500
<i>Contractual Labor</i>	-	1,000	-	7,000
<i>Employee Recognition</i>	90	650	650	150
<i>Personnel Subtotal</i>	277,403	307,811	306,150	399,150
<i>Supplies</i>	2,810	3,100	3,000	7,600
<i>Services and Charges</i>	2,204	43,160	37,310	57,600
<i>Miscellaneous</i>	31,627	62,650	62,240	56,100
<i>Division Total</i>	314,044	416,721	408,700	520,450

Human Resources

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$8,021 less than budget.*
- *The variance is attributable to unspent or reduced expenditures in the Services and Charges accounts. The reduction is in office equipment as well as printing and postage/delivery costs.*

FY19 Budget Highlights:

- *Division expenditures are \$103,729 higher – an increase of 25 percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to an increase in personnel costs, including the addition of a Human Resources Coordinator position. It is also attributable to an increase in services and charges for a performance evaluation analysis.*
- *Approximately 77 percent of division expenditures are personnel related.*
- *Division FTEs increase by 1.00 due to one additional position.*
- *Services and charges represent about 11 percent of division expenditures.*
- *Approximately 11 percent of division expenditures are categorized as miscellaneous. This category includes \$45,000 for job announcements, background checks, and other employee recruitment costs.*

City Clerk

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY17	Estimated FY18	Projected FY19
Number of candidates for office processed	No election	11	No election
Percentage of voter turnout	--	22%	--
Number of Council meetings supported	55	52	52
Number of other meetings supported	24	36	30

City Clerk

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	2.75	2.75	2.75
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.75	2.75	2.75

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>City Clerk</i>	1.00	1.00
<i>Assistant City Clerk</i>	1.00	1.00
<i>Records Specialist</i>	0.75	0.75
<i>Division Total FTEs</i>	2.75	2.75

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>City Clerk</i>	287,170	329,527	317,720	345,147
<i>Division Total</i>	287,170	329,527	317,720	345,147

<i>Division Expenditures by Type</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	192,732	225,000	211,000	238,500
<i>Fringe Benefits</i>	66,989	60,852	72,000	80,500
<i>Overtime</i>	963	2,500	2,500	2,000
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	90	465	90	1,620
<i>Personnel Subtotal</i>	260,774	288,817	285,590	322,620
<i>Supplies</i>	2,777	3,800	3,300	1,600
<i>Services and Charges</i>	17,436	28,410	20,830	12,627
<i>Miscellaneous</i>	6,183	8,500	8,000	8,300
<i>Division Total</i>	287,170	329,527	317,720	345,147

City Clerk

Adopted to Estimated Actual FY18:

- *Division expenditures are projected to be \$11,807 less than budget. This difference is primarily the result of lower than anticipated costs for fringe benefits and intern salaries.*

FY19 Budget Highlights:

- *Division expenditures for FY19 are \$15,620 higher – an increase of 4.7 percent – compared to budgeted expenditures for FY18.*
- *The proposed budget includes half-time salary for the Council intern (\$17,500). The position is shared by the City Clerk’s Office and the City Council.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Expenditures classified as supplies comprise less than one percent of the division budget.*
- *Services and charges account for around four percent of the division budget. This category includes \$1,500 for codification of ordinances and web hosting of the City Code and \$6,500 for online form submission software and service.*
- *Miscellaneous charges account for approximately 2.4 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**.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Office of the Chief</i>	3.00	3.00	3.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	29.00	29.00	31.00
<i>Criminal Investigations</i>	11.80	11.80	11.80
<i>Administrative Services</i>	7.34	7.55	7.65
<i>Neighborhood Services</i>	4.50	4.50	4.50
<i>Department Total FTEs</i>	62.64	62.85	64.95

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Police Protection (State)</i>	451,694	437,300	434,000	415,436
<i>County Police Rebate</i>	945,118	1,039,388	1,015,000	1,028,000
<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>	359,994	400,000	260,000	300,000
<i>Public Parking Facilities</i>	101,616	95,000	95,000	95,000
<i>Parking Permits</i>	12,698	10,000	10,000	10,000
<i>Parking Administrative Fees</i>	5,663	6,000	5,000	6,000
<i>Municipal Infractions</i>	12,457	5,000	10,000	10,000
<i>Subtotal</i>	4,586,771	4,690,219	4,526,531	4,561,967
<i>General Fund</i>	2,965,369	3,226,716	3,172,115	3,991,447
<i>Department Total</i>	7,552,140	7,916,935	7,698,646	8,553,414

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	3,989,764	3,909,500	3,890,000	4,390,000
<i>Car and Clothing Allowances</i>	61,749	100,500	58,200	87,210
<i>Fringe Benefits</i>	2,253,250	2,521,517	2,380,000	2,587,700
<i>Overtime</i>	421,914	435,000	448,000	465,500
<i>Overtime -Training</i>	42,335	38,000	61,000	64,000
<i>Overtime -Holiday</i>	-	16,000	2,000	13,000
<i>Night Differential</i>	68,759	46,000	65,000	71,000
<i>Overtime -Court</i>	55,202	48,000	60,500	63,000
<i>Overtime Staffing</i>	45,698	31,000	58,000	61,000
<i>K-9 Allowance</i>	200	23,500	6,000	18,500
<i>Employee Recognition</i>	12,090	23,630	21,510	17,110
<i>Personnel Subtotal</i>	6,950,961	7,192,647	7,050,210	7,838,020
<i>Supplies</i>	243,887	292,500	266,001	304,258
<i>Services and Charges</i>	232,989	311,272	289,988	277,305
<i>Miscellaneous</i>	124,303	120,516	92,447	133,831
<i>Department Total</i>	7,552,140	7,916,935	7,698,646	8,553,414

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Office of the Chief</i>	715,666	725,925	595,307	664,960
<i>Communications</i>	546,076	624,877	503,998	604,560
<i>Operations</i>	3,638,997	3,655,179	3,906,772	4,288,623
<i>Criminal Investigations</i>	1,565,831	1,605,265	1,593,176	1,683,277
<i>Administrative Services</i>	760,937	805,288	764,643	838,424
<i>Neighborhood Services</i>	324,633	500,401	334,750	473,570
<i>Department Total</i>	7,552,140	7,916,935	7,698,646	8,553,414

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$218,289 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to staff vacancies.*

FY19 Budget Highlights:

- *Departmental expenditures are up \$636,479 – an increase of eight percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to additional personnel.*
- *Approximately 92 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 three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$135,000. Services and charges also include \$40,000 to evaluate community-policing 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	FY16	FY17	FY18	Est FY19
Number of officers hired	5	5	4	6
Number of civilians hired	4	-	-	3
Emergency Management Activities	9	12	12	18
Emergency Management training	5	10	10	12
Community events	12	18	12	12
Community advisories	333	328	539	325
Council of Government meetings	20	24	16	18

Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Chief of Police</i>	1.00	1.00
<i>Emergency Manager</i>	1.00	1.00
<i>PIO/Executive Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Office of the Chief</i>	715,666	725,925	595,307	664,960
<i>Division Total</i>	715,666	725,925	595,307	664,960

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	283,864	248,000	205,000	285,000
<i>Car and Clothing Allowances</i>	1,125	2,000	500	2,000
<i>Fringe Benefits</i>	109,031	136,117	65,000	130,500
<i>Overtime</i>	5,345	3,500	10,000	10,000
<i>Overtime -Court</i>	132	-	-	-
<i>Overtime Staffing</i>	-	-	-	-
<i>Employee Recognition</i>	1,180	620	60	590
<i>Personnel Subtotal</i>	400,677	390,237	280,560	428,090
<i>Supplies</i>	48,200	24,400	37,238	26,915
<i>Services and Charges</i>	151,237	211,272	200,845	96,324
<i>Miscellaneous</i>	115,552	100,016	76,664	113,631
<i>Division Total</i>	715,666	725,925	595,307	664,960

Office of the Chief

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$130,618 less than budget.*
- *The variance is attributable in part to the vacant Police Chief position.*

FY19 Budget Highlights:

- *Division expenditures are \$60,965 lower – a decrease of 8.4 percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to the relocation of costs in contractual services related to parking enforcement.*
- *Approximately 64 percent of division expenditures are personnel related.*
- *Services and charges account for about 15 percent of division expenditures and include the contractual costs, which have an associated combined cost of \$96,324.*
- *Approximately 17 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:

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

Performance/Workload Measures:

Measurement	Calendar 2017	Calendar 2018	Projected 2019
Number of calls for service dispatched	17,337	14,200	16,000
Phone Calls received	8,262*	24,000	24,000
Training classes	28	30	35
Warrants Processed	430	400	400

**only shows 4th quarter of 2017*

Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
FTEs with benefits	7.00	7.00	7.00
FTEs without benefits	-	-	-
Division Total	7.00	7.00	7.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
Senior Dispatcher	1.00	1.00
Police Dispatcher	6.00	6.00
Division Total FTEs	7.00	7.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
Communications	546,076	624,877	503,998	604,560
Division Total	546,076	624,877	503,998	604,560

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
Wages	337,361	367,500	300,000	361,000
Car and Clothing Allowances	2,880	2,400	1,600	3,010
Fringe Benefits	131,076	149,767	120,000	152,200
Overtime	39,271	39,000	43,000	41,000
Overtime -Training	-	-	-	1,000.00
Overtime -Holiday	-	3,000	-	-
Night Differential	13,298	13,500	8,500	13,500
Overtime Staffing	-	5,000	-	-
Employee Recognition	210	1,710	150	3,210
Personnel Subtotal	524,096	581,877	473,250	574,920
Supplies	1,524	3,500	1,000	5,300
Services and Charges	20,456	33,000	23,140	24,140
Miscellaneous	-	6,500	6,608	200
Division Total	546,076	624,877	503,998	604,560

Communications

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$120,879 less than budget.*
- *The variance is attributable to ongoing staff vacancies.*

FY19 Budget Highlights:

- *Division expenditures are \$20,317 lower – a decrease of 3.3 percent – compared to budgeted expenditures for FY18.*
- *Division FTEs remain unchanged.*
- *Approximately 95 percent of division expenditures are personnel related.*
- *Services and charges represent about four percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$24,140).*

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.*
- *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 2016	Calendar 2017	Projected 2018
Number of Security Surveys	20	20	20
Foot and Bike Patrol Hours	5,049	3,787	2,500
Number of Vacant Home Checks	87	85	40
Number of traffic stops	4,827	3,524	4,000

Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	30.00	29.00	31.00
<i>FTEs without benefits</i>	0.50	-	-
<i>Division Total</i>	30.50	29.00	31.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	24.00	26.00
<i>Division Total FTEs</i>	29.00	31.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Operations</i>	3,638,997	3,655,179	3,906,772	4,288,623
<i>Division Total</i>	3,638,997	3,655,179	3,906,772	4,288,623

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	1,896,510	1,697,500	1,900,000	2,116,000
<i>Car and Clothing Allowances</i>	39,294	71,000	31,000	57,000
<i>Fringe Benefits</i>	1,145,678	1,288,249	1,320,000	1,410,000
<i>Overtime</i>	258,208	280,000	275,000	295,000
<i>Overtime -Training</i>	35,515	33,500	54,000	55,000
<i>Overtime -Holiday</i>	-	9,000	2,000	9,000
<i>Night Differential</i>	43,649	20,000	45,000	45,000
<i>Overtime -Court</i>	47,921	40,000	54,000	55,000
<i>Overtime Staffing</i>	45,361	25,000	58,000	60,000
<i>K-9 Allowance</i>	200	23,500	6,000	18,500
<i>Employee Recognition</i>	3,130	5,930	5,930	4,430
<i>Personnel Subtotal</i>	3,515,466	3,493,679	3,750,930	4,124,930
<i>Supplies</i>	114,796	155,500	150,541	157,343
<i>Services and Charges</i>	6,308	5,000	5,051	5,350
<i>Miscellaneous</i>	2,427	1,000	250	1,000
<i>Division Total</i>	3,638,997	3,655,179	3,906,772	4,288,623

Operations

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$251,593 more than budget.*
- *The variance is primarily attributable to overestimate of personnel costs, however given recent staffing changes costs are expected to be lower.*

FY19 Budget Highlights:

- *Division expenditures are \$633,444 higher – an increase of 17.3 percent – compared to budgeted expenditures for FY18.*
- *The increase is due to two new police officers added for this division.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about four percent of division expenditures. This category includes gasoline and expenses related to vehicle repairs.*

Criminal Investigations

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2016	Calendar 2017	Projected 2018
Number of cases assigned	194	195	200
Number of cases closed	77	111	100
Number of cases exceptionally cleared	11	12	15
Closure/clearance percentage	45.4	59	50
Number of search warrants obtained	23	20	25
Number of arrest warrants obtained	38	59	50

Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	13.80	11.80	11.80
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	13.80	11.80	11.80

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Sergeant</i>	2.00	2.00
<i>Police Officer</i>	6.00	6.00
<i>Victim/Witness Coordinator</i>	0.80	0.80
<i>Crime Analyst</i>	1.00	1.00
<i>Evidence Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	11.80	11.80

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Criminal Investigations</i>	1,565,831	1,605,265	1,593,176	1,683,277
<i>Division Total</i>	1,565,831	1,605,265	1,593,176	1,683,277

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	853,190	880,000	850,000	923,000
<i>Car and Clothing Allowances</i>	12,480	18,000	18,000	18,000
<i>Fringe Benefits</i>	525,052	529,055	540,000	535,500
<i>Overtime</i>	104,844	97,500	107,500	105,000
<i>Overtime--Training</i>	6,820	4,500	7,000	8,000
<i>Overtime--Holiday</i>	-	4,000	-	4,000
<i>Night Differential</i>	11,812	12,500	11,500	12,500
<i>Overtime--Court</i>	7,149	8,000	6,500	8,000
<i>Overtime--Staff Shortage</i>	337	1,000	-	1,000
<i>Employee Recognition</i>	3,830	9,860	9,860	3,630
<i>Personnel Subtotal</i>	1,525,514	1,564,415	1,550,360	1,618,630
<i>Supplies</i>	36,137	34,850	38,780	43,450
<i>Services and Charges</i>	2,071	3,000	1,286	13,197
<i>Miscellaneous</i>	2,109	3,000	2,750	8,000
<i>Division Total</i>	1,565,831	1,605,265	1,593,176	1,683,277

Criminal Investigations

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$12,089 less than budget.*
- *The variance is attributable to lower personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$78,012 higher – an increase of 4.9 percent – compared to budgeted expenditures for FY18.*
- *The increase is attributable to personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 96 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 2016	Calendar 2017	Projected 2018
Total Parking Permits Issued	601	475	601
Total Parking citations processed	7,810	4,578	5,500
Number of reports processed	1,760	1,280	2,000



Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	6.69	6.28	7.45
<i>FTEs without benefits</i>	0.48	1.06	0.20
<i>Division Total</i>	7.17	7.34	7.65

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</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	3.65
<i>Division Total FTEs</i>	7.34	7.65

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administrative Services</i>	760,937	805,288	764,643	838,424
<i>Division Total</i>	760,937	805,288	764,643	838,424

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	397,030	416,500	402,500	434,000
<i>Car and Clothing Allowances</i>	5,010	5,500	5,500	5,600
<i>Fringe Benefits</i>	259,300	262,378	250,000	273,000
<i>Overtime</i>	10,706	10,000	10,000	12,000
<i>Employee Recognition</i>	3,650	4,860	4,860	3,600
<i>Personnel Subtotal</i>	675,696	699,238	672,860	728,200
<i>Supplies</i>	28,109	43,250	26,442	45,250
<i>Services and Charges</i>	52,917	57,800	59,666	58,974
<i>Miscellaneous</i>	4,215	5,000	5,675	6,000
<i>Division Total</i>	760,937	805,288	764,643	838,424

Administrative Services

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$40,645 less than budget.*

FY19 Budget Highlights:

- *Division expenditures are \$33,136 higher – an increase of 4.1 percent – compared to budgeted expenditures for FY18.*
- *The increase is due to higher personnel costs.*
- *Division FTEs are 0.31 higher due to schedule changes of crossing guards.*
- *Approximately 87 percent of division expenditures are personnel related.*
- *Approximately five percent of division expenditures are categorized as supplies.*
- *Services and charges represent about seven percent of division expenditures. This category includes telephone, printing, and copying charges of \$58,974.*

Neighborhood Services

Division Purpose:

Provide for the inspection of residential, commercial and institutional properties and vacant parcels; and provide technical and inspection services required for 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 2017	Calendar 2018	Projected 2019
Parking citations Issued	7,810	3,713	7,800
Property Maintenance Code Complaints	207	217	220
Property Maintenance Code Cases Closed	311	325	200
Anti- Litter Events	-	4	4
Education Events	-	6	12

Neighborhood Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	-	4.50	4.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	-	4.50	4.50

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Nuisance Control Specialist</i>	1.50	1.50
<i>Senior Code Enforcement Officer</i>	1.00	1.00
<i>Code Enforcement Inspector</i>	1.00	1.00
<i>Neighborhood Services Team Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	4.50	4.50

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administrative Services</i>	324,633	500,401	334,750	473,570
<i>Division Total</i>	324,633	500,401	334,750	473,570

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	221,809	300,000	232,500	271,000
<i>Car and Clothing Allowances</i>	960	1,600	1,600	1,600
<i>Fringe Benefits</i>	83,113	155,951	85,000	86,500
<i>Overtime</i>	3,540	5,000	2,500	2,500
<i>Employee Recognition</i>	90	650	650	1,650
<i>Personnel Subtotal</i>	309,512	463,201	322,250	363,250
<i>Supplies</i>	15,121	31,000	12,000	26,000
<i>Services and Charges</i>	-	1,200	-	79,320
<i>Miscellaneous</i>	-	5,000	500	5,000
<i>Division Total</i>	324,633	500,401	334,750	473,570

Neighborhood Services

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$165,651 less than budget.*
- *This is due to lower personnel costs from a staff vacancy during the year.*

FY19 Budget Highlights:

- *There are 4.5 FTEs for this division.*
- *Approximately 77 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 16.7 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 FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	3.00	3.00	3.00
<i>Building Maintenance</i>	6.00	6.25	6.25
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	8.00	8.00
<i>Solid Waste Management</i>	10.00	10.00	10.00
<i>Gardens</i>	3.00	3.00	3.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.85	1.85	1.85
<i>Department Total FTEs</i>	35.85	36.10	36.10

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Highway User Fees</i>	345,873	360,318	360,300	366,500
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	61,827	71,000	71,000	69,000
<i>Recyclable Sales</i>	532	1,000	500	500
<i>Mulch Sales</i>	20,567	22,000	22,000	22,000
<i>Special Trash Pickup</i>	9,425	8,500	8,500	8,500
<i>Excavation/Driveway Permits</i>	5,065	3,000	4,000	4,000
<i>Tree Permits</i>	13,490	10,000	13,000	13,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
<i>Subtotal</i>	1,224,978	1,243,020	1,247,499	1,251,699
<i>General Fund</i>	3,355,115	3,833,386	3,503,365	3,926,120
<i>Department Total</i>	4,580,093	5,076,406	4,750,864	5,177,819

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	1,879,388	2,077,096	1,958,602	2,161,892
<i>Car and Clothing Allowances</i>	10,547	12,000	9,800	14,190
<i>Fringe Benefits</i>	833,339	918,491	865,400	948,500
<i>Overtime</i>	92,926	88,165	91,916	92,849
<i>Night Differential</i>	4,261	5,000	3,900	5,000
<i>Contractual Labor</i>	121,003	96,233	123,500	98,617
<i>Employee Recognition</i>	5,880	2,700	2,610	9,650
<i>Personnel Subtotal</i>	2,947,344	3,199,685	3,055,728	3,330,698
<i>Supplies</i>	509,051	481,165	381,714	463,410
<i>Services and Charges</i>	1,093,041	1,333,354	1,268,607	1,323,886
<i>Miscellaneous</i>	30,357	61,802	44,815	59,825
<i>Department Total</i>	4,580,093	5,076,406	4,750,864	5,177,819

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	499,599	652,499	606,558	666,569
<i>Building Maintenance</i>	827,107	891,212	859,958	875,330
<i>Equipment Maintenance</i>	488,338	502,767	463,605	502,946
<i>Right-of-Way Maintenance</i>	996,578	1,097,044	1,006,318	1,139,254
<i>Solid Waste Management</i>	990,129	1,040,859	1,006,340	1,048,322
<i>Gardens</i>	292,486	288,427	257,390	341,158
<i>Urban Forest</i>	206,332	271,113	227,505	264,720
<i>City Engineer</i>	279,524	332,485	323,190	339,520
<i>Department Total</i>	4,580,093	5,076,406	4,750,864	5,177,819

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$325,542 lower or 6.4 percent less than budget.*
- *The variances are primarily attributable to staff vacancies and lower than projected costs for supplies and contractual services.*

FY19 Budget Highlights:

- *Departmental expenditures are \$101,413 higher – an increase of two percent – compared to budgeted expenditures for FY18.*
- *Department FTEs remain the same as FY18. Approximately 64.3 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by \$131,013 compared to budgeted expenditures for FY18, primarily due to wage and fringe benefit cost increases.*
- *Approximately nine percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.*
- *Services and charges account for about 26 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services, specialized building maintenance, vehicle maintenance and street maintenance, disposal and recycling fees, and tree maintenance and planting.*
- *Miscellaneous expenditures total approximately one percent of departmental expenditures. The majority of these expenditures are for training, conferences, association dues and costs associated with the annual Green Home Certification event and awards.*

Administration

Division Purpose:

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

Management Objectives:

- *Respond to resident request for service via phone, email and My TkPk.*
- *Maintain 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 special services including mulch deliveries and bulk refuse collection.*
- *Report vehicle accidents and employee injuries to the related insurers and work with the Human Resources Department to provide specific work place training programs.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
# of homes Green Homes certified	2	112	30	120
# of energy audits completed	57	365	35	35
# of energy efficiency rebates provided	210	30	15	15
# of low/moderate income homes receiving energy make-overs	0	20	20	10
# of Multi-Family energy projects provided support	-	2	6	7
# of accounts buying 100% renewable energy	-	-	50	500
# of participants in Transportation Challenge	-	-	100	-

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Sustainability Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	499,599	652,499	606,558	666,569
<i>Division Total</i>	499,599	652,499	606,558	666,569

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	269,166	278,180	274,000	290,040
<i>Fringe Benefits</i>	104,744	112,519	111,900	116,000
<i>Overtime</i>	492	250	800	800
<i>Employee Recognition</i>	620	150	90	3,590
<i>Personnel Subtotal</i>	375,022	391,099	386,790	410,430
<i>Supplies</i>	12,190	9,000	7,996	19,000
<i>Services and Charges</i>	96,388	217,400	186,772	203,014
<i>Miscellaneous</i>	15,999	35,000	25,000	34,125
<i>Division Total</i>	499,599	652,499	606,558	666,569

Administration

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$45,941 lower or seven percent less than budget.*
- *The variance is primarily attributable to lower contractual services charges, including telephone, printing, copying and postage costs and special events costs.*

FY19 Budget Highlights:

- *Division expenditures are \$14,070 higher – an increase of 2.2 percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to an increase in personnel costs, inventory expenditures and contractual services.*
- *Division FTEs remain the same.*
- *Approximately 62 percent of division expenditures are personnel related.*
- *Supplies account for three percent of division expenditures.*
- *Services and charges account for 30 percent of division expenditures. This category includes sustainability programming (\$157,000), cost of telephone service (\$6,972), departmental radios and gps units (\$25,850), printing and copying charges (\$7,692), 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:*
 - *Interns assisting with public outreach and education for sustainability projects*
 - *Renewable Energy Community Campaign*
 - *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*

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 FY16	Actual FY17	Estimated FY18	Projected FY19
Expenditures for Facility Maintenance by Contractor	\$142,045	\$174,929	\$180,000	\$175,500
Expenditures for Facility Maintenance In-House (not personnel costs)	\$36,065	\$28,906	\$20,000	\$30,000
Electricity Use (buildings)	490,384 kwh	520,159 kwh	516,000 kwh	510,000 kwh
Gas Use (buildings)	20,674 therms	19,495 therms	22,000 therms	23,000 therms
Water Use (all)	793,068 gals	629,382 gals	700,000 gals	700,000 gals

Special Projects For FY19:

Projects funded through the General Fund include install heater in side stairwell, installation of air hand dryers, paint exterior of Public Work Vehicle Bay and Right of Way area, and replace parking lot and school path lighting at rear of Community Center.

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include install duct heater in Auditorium, replace carpet in 3rd floor and Hydrangea Room, replace Council Conference Room flooring, replace windows in Teen and Dance Room, and pedestrian bridge resurfacing.

Projects funded through the ERR for Community Center include replace chiller water pump and additional HVAC controls.

Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	6.00	6.25	6.25
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	6.00	6.25	6.25

<i>Position Title</i>	<i>FY18</i>	<i>FY19</i>
<i>Facility Maintenance Supervisor</i>	1.00	1.00
<i>Building Maintenance Specialist</i>	1.00	1.00
<i>Custodial Crew Leader</i>	1.00	1.00
<i>Custodian</i>	3.25	3.25
<i>Division Total FTEs</i>	6.25	6.25

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Building Maintenance</i>	827,107	891,212	859,958	875,330
<i>Division Total</i>	827,107	891,212	859,958	875,330

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	275,589	310,800	303,000	308,500
<i>Fringe Benefits</i>	134,225	145,202	141,000	149,500
<i>Overtime</i>	8,232	7,000	12,000	10,000
<i>Car and Clothing Allowances</i>	1,335	2,400	2,400	3,010
<i>Night Differential</i>	4,261	5,000	3,900	5,000
<i>Contractual Labor</i>	-	2,500	-	2,500
<i>Employee Recognition</i>	180	210	180	720
<i>Personnel Subtotal</i>	423,822	473,112	462,480	479,230
<i>Supplies</i>	73,802	69,700	58,478	69,700
<i>Services and Charges</i>	329,483	345,400	339,000	323,400
<i>Miscellaneous</i>	-	3,000	-	3,000
<i>Division Total</i>	827,107	891,212	859,958	875,330

Building Maintenance

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$31,254 lower or 3.5 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs, supply costs and service contract costs.*

FY19 Budget Highlights:

- *Division expenditures are \$15,882 lower – a decrease of 1.8 percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to an expected decrease in contractual service costs and special project costs.*
- *Approximately 55 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supply charges account for eight percent of division expenditures.*
- *Services and charges account for 36.9 percent of division expenditures. This category includes the cost of facility utilities (\$70,000 for electricity, \$24,000 for gas and \$20,000 for water use), service contracts for maintenance (\$100,500), funding for special projects including small renovations to facilities (\$30,000), and contracted facility repairs (\$75,000).*



Equipment Maintenance

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Number of vehicles maintained:				
<i>Police</i>	51	52	51	52
<i>Public Works</i>	24	24	25	25
<i>Other Departments</i>	7	7	7	7
Maintenance Costs:				
<i>Police</i>	\$60,474	\$41,226	\$60,000	\$59,600
<i>Public Works and Administration</i>	\$87,024	\$119,102	\$65,000	\$67,000
Number of vehicle/ equipment work orders	633	482	520	520

Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Vehicle Maintenance Supervisor</i>	1.00	1.00
<i>Mechanic</i>	2.00	2.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Equipment Maintenance</i>	488,338	502,767	463,605	502,946
<i>Division Total</i>	488,338	502,767	463,605	502,946

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	184,755	192,500	192,000	199,500
<i>Fringe Benefits</i>	78,419	91,320	91,000	95,000
<i>Car and Clothing Allowances</i>	1,200	1,200	1,200	1,290
<i>Overtime</i>	8,907	5,500	6,500	6,291
<i>Employee Recognition</i>	90	90	90	90
<i>Personnel Subtotal</i>	273,371	290,610	290,790	302,171
<i>Supplies</i>	204,296	194,125	159,540	180,025
<i>Services and Charges</i>	9,252	13,480	12,975	16,750
<i>Miscellaneous</i>	1,419	4,552	300	4,000
<i>Division Total</i>	488,338	502,767	463,605	502,946

Equipment Maintenance

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$39,162 lower or eight percent more than budget.*
- *The variance is primarily attributable to lower than budgeted supplies cost and training cost.*

FY19 Budget Highlights:

- *Division expenditures are \$179 higher – an increase of less than one percent – compared to budgeted expenditures for FY18. The variance is attributable to increases in projected personnel cost.*
- *Division FTEs remain unchanged.*
- *Approximately 60 percent of division expenditures are personnel related.*
- *Supply costs for Public Works and Administrative vehicles are 35.8 percent of division expenditures and include gasoline and diesel costs total (\$89,375), repair and maintenance materials (\$42,650), and outside labor and parts (\$30,000). Costs related to Police vehicle fuel, repair, maintenance and outside labor is included in the Police Department budget.*
- *Services and Charges account for three percent of division expenditures and include annual certifications and testing for the fuel pumps and storage tanks and shop equipment repairs.*
- *Miscellaneous charges account for 0.8 percent of division expenditures and include training and emissions tests and State inspections.*

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.

Management Objectives:

- *Clean public parks, playgrounds and right of way areas once a week.*
- *Maintain roadway markings and crosswalks on City street, repainting on an annual schedule, as needed.*
- *Maintain all grass and turf on publicly owned spaces from spring through fall.*
- *Respond as needed to treat roads for snow and ice; provide two cleared lanes on each primary street over a 12 hour period when snow is six inches or less and one cleared lane over a 12 hour period when snow is 6 to 12 inches.*
- *Provide vacuum leaf collection over a five week period that provides a minimum of two collections for every street.*
- *Provide street sweeping at least twice a month from March through October. When conditions allow, sweep streets after snow events to remove excess salt and sand.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
# of streets receiving preventative maintenance	8	8	8	8
# of street sweeping cycles annually	16	16	18	18

Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	8.00	8.00	8.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	8.00	8.00	8.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Right-of-Way Maintenance Supervisor</i>	1.00	1.00
<i>Right-of-Way Crew Leader</i>	2.00	2.00
<i>Equipment Operator</i>	1.00	1.00
<i>Right-of-Way Maintenance Technician</i>	4.00	4.00
<i>Division Total FTEs</i>	8.00	8.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Right-of-Way Maintenance</i>	996,578	1,097,044	1,006,318	1,139,254
<i>Division Total</i>	996,578	1,097,044	1,006,318	1,139,254

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	376,653	442,616	402,102	453,092
<i>Fringe Benefits</i>	163,775	184,154	170,000	190,500
<i>Overtime</i>	32,263	37,943	37,116	37,838
<i>Car and Clothing Allowances</i>	2,612	3,200	1,000	3,440
<i>Contractual Labor</i>	66,419	49,647	49,000	55,559
<i>Employee Recognition</i>	2,210	740	740	1,740
<i>Personnel Subtotal</i>	643,932	718,300	659,958	742,169
<i>Supplies</i>	74,930	135,520	98,200	142,785
<i>Services and Charges</i>	277,716	241,224	248,160	252,300
<i>Miscellaneous</i>	-	2,000	-	2,000
<i>Division Total</i>	996,578	1,097,044	1,006,318	1,139,254

Right-of-Way Maintenance

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$90,726 lower or 8.3 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs and supply costs, particularly snow related supplies.*

FY19 Budget Highlights:

- *Division expenditures are \$42,210 higher – an increase of 3.8 percent – compared to budgeted expenditures for FY18. The variance is attributable to the increase in personnel costs, supply costs and contractual services.*
- *Division FTEs remain unchanged.*
- *Approximately 65 percent of division expenditures are personnel related. In addition to the full-time staff costs, these include 12 seasonal laborers for 5 weeks of leaf collection, and 3,000 hours of temporary assistance over the spring, summer and fall.*
- *Approximately 12.5 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$22,535), park supplies (\$54,000), and snow removal materials (\$44,550).*
- *Contractual Services account for approximately 22 percent of division expenditures. This category includes electricity costs for street and park lights (\$200,000), contractual services (\$10,500), equipment repair charges (\$14,000), disposal costs (\$7,000), and equipment rental charges (\$4,600).*

Solid Waste Maintenance

Division Purpose:

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

Additional Services:

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

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Tons of trash	3,123	3,232	3,200	3,200
Tons of recycling	1,419	1,329	1,400	1,400
Tons of yard waste collected	350	320	350	350
Tons of food waste collected	193	213	210	220
# of ROW containers serviced	126	130	130	130

Solid Waste Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	10.00	10.00	10.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	10.00	10.00	10.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Solid Waste Supervisor</i>	1.00	1.00
<i>Sanitation Driver</i>	4.00	4.00
<i>Sanitation Technician I</i>	5.00	5.00
<i>Division Total FTEs</i>	10.00	10.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Solid Waste Management</i>	990,129	1,040,859	1,006,340	1,048,322
<i>Division Total</i>	990,129	1,040,859	1,006,340	1,048,322

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	450,794	475,000	425,000	489,500
<i>Car and Clothing Allowances</i>	4,000	3,600	3,200	4,300
<i>Fringe Benefits</i>	209,959	218,557	203,000	212,000
<i>Overtime</i>	31,794	27,752	25,000	28,200
<i>Contractual Labor</i>	15,210	10,000	40,500	10,000
<i>Employee Recognition</i>	1,300	1,300	1,300	3,300
<i>Personnel Subtotal</i>	713,057	736,209	698,000	747,300
<i>Supplies</i>	6,418	38,820	36,500	22,900
<i>Services and Charges</i>	259,191	253,330	254,000	265,922
<i>Miscellaneous</i>	11,463	12,500	17,840	12,200
<i>Division Total</i>	990,129	1,040,859	1,006,340	1,048,322

Solid Waste Maintenance

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$34,519 lower or 3.3 percent less than budget.*
- *The variance is due to lower personnel costs due to staff vacancy.*

FY19 Budget Highlights:

- *Division expenditures are \$7,463 higher – an increase of 0.7 percent – compared to budgeted expenditures for FY18 due to increased personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 71.3 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 \$186,752 for disposal fees for solid waste and household hazardous waste and \$75,170 for processing fees for recycling, yard waste composting, food waste composting and computer and electronics recycling.*

Gardens

Division Purpose:

Maintain the City's public gardens, bio-retention areas 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 FY16	Actual FY17	Estimated FY18	Projected FY19
# of gardens maintained	47	51	51	51
# of bio-retention facilities maintained	38	47	50	54
# of streetscapes maintained	27	27	42	46

Gardens

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Vegetation Mangement Supervisor</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	2.00	2.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Gardens</i>	292,486	288,427	257,390	341,158
<i>Division Total</i>	292,486	288,427	257,390	341,158

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	145,032	149,500	135,000	181,500
<i>Fringe Benefits</i>	68,070	65,061	58,000	92,000
<i>Overtime</i>	7,900	6,720	6,200	6,720
<i>Car and Clothing Allowances</i>	1,200	1,200	1,200	1,290
<i>Contractual Labor</i>	39,374	34,086	34,000	30,558
<i>Employee Recognition</i>	90	90	90	90
<i>Personnel Subtotal</i>	261,666	256,657	234,490	312,158
<i>Supplies</i>	27,768	27,500	20,000	25,000
<i>Services and Charges</i>	1,576	2,020	1,700	2,000
<i>Miscellaneous</i>	1,476	2,250	1,200	2,000
<i>Division Total</i>	292,486	288,427	257,390	341,158

Gardens

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$31,037 lower or 11 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to retirement of supervisor.*

FY19 Budget Highlights:

- *Division expenditures are \$52,731 higher – an increase of 18.3 percent – compared to budgeted expenditures for FY18.*
- *The Gardens Division and the Urban Forest Division are proposed to be merged into the Vegetation Management Division.*
- *The variance is attributable to higher personnel costs for the Vegetation Management Supervisor position.*
- *Division FTEs remain the same.*
- *Approximately 91.5 percent of division expenditures are personnel related.*
- *Supplies comprise about seven percent of division expenditures and include items such as plants, rocks, mulch, soil and garden tools.*
- *Services and Charges and Miscellaneous expenditures represent just over half of a percent.*



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 FY16	Actual FY17	Estimated FY18	Projected FY19
# of trees removed by permit	75	48	50	50
# of undesirable species trees removed by permit	16	9	15	15
# of Waivers issued by City Arborist	158	180	180	170
# of permit denials	25	59	60	40
Tree Impact Assessments	67	98	80	70
# of tree protection plan permits	6	28	55	45
# of trees planted in the right-of-way	138	147	120	120
# of bulk buy trees planted on private property	37	21	40	40
# of municipal infraction citations issued	7	15	12	10

Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.00	1.00	1.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>City Arborist</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Urban Forest</i>	206,332	271,113	227,505	264,720
<i>Division Total</i>	206,332	271,113	227,505	264,720

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	36,720	81,000	80,000	87,260
<i>Fringe Benefits</i>	12,787	35,683	26,000	25,500
<i>Overtime</i>	2,072	2,000	3,600	2,000
<i>Car and Clothing Allowances</i>	200	400	400	430
<i>Employee Recognition</i>	1,000	30	30	30
<i>Personnel Subtotal</i>	52,779	119,113	110,030	115,220
<i>Supplies</i>	109,647	6,500	1,000	4,000
<i>Services and Charges</i>	43,906	142,000	116,000	143,000
<i>Miscellaneous</i>	-	2,500	475	2,500
<i>Division Total</i>	206,332	271,113	227,505	264,720

Urban Forest

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$43,608 lower, or 16 percent less than budget.*
- *The variance is due to lower than anticipated contractual services expenditures due to delay of the tree inventory and a hold on the invasives management program.*

FY19 Budget Highlights:

- *Division expenditures are \$6,393 lower – a decrease of two percent – compared to budgeted expenditures for FY18. The variance is attributable to lower fringe benefit costs and slight reduction in supplies.*
- *The Urban Forest Division is proposed to be merged with the Gardens Division.*
- *FTEs remain unchanged.*
- *Approximately 44 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for 1.5 percent of division expenditures.*
- *Services and charges account for approximately 54 percent 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 \$16,000 has been requested in FY19 to assess the tree canopy and potentially develop a tree inventory.*

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 FY16	Actual FY17	Estimated FY18	Projected FY19
Miles of road resurfaced	1.43	0*	.85	2.5
Square yards of new sidewalk constructed	754	0	2,600	200
Square yards of sidewalk repaired	1,597	2,756	1,800	1,200
Permits processed**	110	100	75	100

*The FY18 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 were resurfaced by WSSC as part of required restoration 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 FY19:

1. Sidewalk Design – known projects include 8000 Maple Avenue, Kansas Lane
2. Sidewalk Construction – Possible construction 900 Larch Ave and 8000 Maple Avenue
3. Sidewalk ADA Repairs – complete remaining work in Ward 1 and 4, begin repairs along SHA roadways

City Engineer

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	1.85	1.85	1.85
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.85	1.85	1.85

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>City Engineer</i>	0.50	0.50
<i>Public Works Projects Coordinator</i>	0.60	0.60
<i>Field Construction Manager</i>	0.75	0.75
<i>Division Total FTEs</i>	1.85	1.85

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>City Engineer</i>	279,524	332,485	323,190	339,520
<i>Division Total</i>	279,524	332,485	323,190	339,520

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	140,679	147,500	147,500	152,500
<i>Fringe Benefits</i>	61,360	65,995	64,500	68,000
<i>Overtime</i>	1,266	1,000	700	1,000
<i>Car & Clothing Allowance</i>	300	400	400	430
<i>Employee Recognition</i>	390	90	90	90
<i>Personnel Subtotal</i>	203,995	214,985	213,190	222,020
<i>Services and Charges</i>	75,529	117,500	110,000	117,500
<i>Division Total</i>	279,524	332,485	323,190	339,520

City Engineer

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$9,295 lower or 2.8 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$7,035 higher – an increase of 2.1 percent – compared to budgeted expenditures for FY18.*
- *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 FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	2.40	2.40	4.00
<i>Outreach</i>	-	0.50	2.94
<i>Takoma Park Recreation Center</i>	3.71	3.71	3.16
<i>Community Programs</i>	2.21	1.71	2.33
<i>Athletic Fields and Facilities</i>	0.10	0.10	-
<i>Camps</i>	1.90	1.66	1.37
<i>Before and After School Programs</i>	1.81	2.02	2.37
<i>Community Center</i>	7.74	7.24	4.36
<i>Department Total FTEs</i>	19.87	19.34	20.53

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Takoma/Langley Recreation Agreement</i>	87,650	85,020	85,020	85,020
<i>Program/Service Charges</i>	558,364	497,600	622,056	504,400
<i>Subtotal</i>	646,014	582,620	707,076	589,420
<i>General Fund</i>	1,077,742	1,356,217	1,147,707	1,399,130
<i>Department Total</i>	1,723,756	1,938,837	1,854,783	1,988,550

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	938,250	1,054,660	1,039,210	1,111,880
<i>Fringe Benefits</i>	298,007	365,710	334,200	330,700
<i>Overtime</i>	7,023	12,850	7,200	10,500
<i>Employee Recognition</i>	1,551	3,770	4,315	2,120
<i>Personnel Subtotal</i>	1,244,831	1,436,990	1,384,925	1,455,200
<i>Supplies</i>	17,784	33,450	33,330	37,100
<i>Services and Charges</i>	337,174	315,250	287,100	345,550
<i>Miscellaneous</i>	123,967	153,147	149,428	150,700
<i>Department Total</i>	1,723,756	1,938,837	1,854,783	1,988,550

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	411,776	352,832	355,880	551,970
<i>Outreach</i>	855	61,551	67,048	301,182
<i>Takoma Park Recreation Center</i>	211,589	244,661	246,371	186,380
<i>Community Programs</i>	186,784	200,209	202,655	229,628
<i>Athletic Fields and Facilities</i>	62,177	70,568	57,810	84,500
<i>Camps</i>	126,029	144,694	136,859	127,980
<i>Before and After School Programs</i>	109,943	120,703	103,900	126,500
<i>Community Center</i>	614,603	743,619	684,260	380,410
<i>Department Total</i>	1,723,756	1,938,837	1,854,783	1,988,550

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$84,054 less than budget.*
- *The variance is attributable to personnel costs and services and charges.*

FY19 Budget Highlights:

- *Departmental expenditures are \$49,713 higher — an increase of 2.6 percent — compared to budgeted expenditures for FY18.*
- *Departmental FTEs increased by 1.19.*
- *Approximately 73 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$18,210 compared to budgeted expenditures for FY18.*
- *Services and charges account for about 17 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$27,000), contractual program instruction (\$90,900), 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.*
- *Expand marketing materials (for select programs) in Spanish, Amharic and French in order to increase participation.*
- *Ensure all staff (both career and part-time) receives a minimum of six hours of training to promote professional and personal growth.*
- *Execute a contract to offer therapeutic recreation programs.*
- *Send two staff to Supervisory Management School offered through the National Recreation and Parks Association.*

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	2.40	2.40	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.40	2.40	4.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Director</i>	0.70	1.00
<i>Assistant Recreation Director</i>	0.50	1.00
<i>Administrative Assistant I</i>	0.20	1.00
<i>Administrative Assistant II</i>	1.00	1.00
<i>Division Total FTEs</i>	2.40	4.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Administration</i>	411,776	352,832	355,880	551,970
<i>Division Total</i>	411,776	352,832	355,880	551,970

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	174,354	191,500	191,000	330,000
<i>Fringe Benefits</i>	76,628	70,262	77,000	126,500
<i>Overtime</i>	930	1,000	1,800	1,000
<i>Employee Recognition</i>	322	120	480	120
<i>Personnel Subtotal</i>	252,234	262,882	270,280	457,620
<i>Supplies</i>	5,782	7,300	7,200	10,300
<i>Services and Charges</i>	141,919	72,150	68,100	69,950
<i>Miscellaneous</i>	11,841	10,500	10,300	14,100
<i>Division Total</i>	411,776	352,832	355,880	551,970

Administration

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$3,048 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$199,138 more – an increase of 56 percent – compared to budgeted expenditures for FY18. Variance is attributable to the transfer of career staff salary into this division.*
- *Division FTEs remained the same.*
- *Approximately 83 percent of division expenditures are personnel related.*
- *Services and charges represent about 13 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 2.6 percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.*

Youth 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 2019-2020.*
- *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.*
- *Increase participation in skill-building opportunities for participants age 12-17 that will enhance employability.*
- *Partner with local agencies and stakeholders to enhance youth/teen program offerings.*
- *Provide health and fitness programming for young people ages 13-17.*
- *Continue to enhance and expand programming in the multi-media lab that encourages increased usage from youth and teens.*
- *Continue to partner with local businesses and non-profit organizations for the City led Summer Youth Employment program for ages 16-21.*

Youth Outreach

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	-	0.50	2.00
<i>FTEs without benefits</i>	-	-	0.94
<i>Division Total</i>	-	0.50	2.94

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Supervisor I</i>	-	1.00
<i>Youth Success Coordinator</i>	0.50	1.00
<i>Part-time Staff</i>	-	0.94
<i>Division Total FTEs</i>	0.50	2.94

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Outreach</i>	855	61,551	67,048	301,182
<i>Division Total</i>	855	61,551	67,048	301,182

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	823	24,960	34,960	188,622
<i>Fringe Benefits</i>	32	16,091	20,000	57,000
<i>Overtime</i>	-	500	500	500
<i>Employee Recognition</i>	-	-	10	60
<i>Personnel Subtotal</i>	855	41,551	55,470	246,182
<i>Supplies</i>	-	3,000	3,000	3,400
<i>Services and Charges</i>	-	10,000	5,000	15,950
<i>Miscellaneous</i>	-	7,000	3,578	35,650
<i>Division Total</i>	855	61,551	67,048	301,182

Youth Outreach

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$5,497 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$239,631 more – an increase of 389 percent – compared to budgeted expenditures for FY18. Variance is attributable to the transfer of career and part-time staff salary into this division. In addition, teen programming funds were transferred from the Community Center division.*
- *Division FTEs increased by 2.44.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 5 percent of division expenditures. This category includes the cost of contractual programming (\$12,450).*
- *Charges categorized as miscellaneous account for about 12 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 46% of the expenses not covered by user fees; Takoma Park taxpayers subsidize the County operations at a cost of about \$101,360 annually.

Management Objectives:

- *Continue to 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.*
- *Expand participation and programming opportunities for participants in The New Ave Adventure camp.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Memberships (Gym)	120	79	130	135
Memberships (Fitness Only)	32	30	46	50
Memberships (55+)	119	85	105	115
After the Bell participation	6	6	13	15
People served	13,081	13,128	14,500	14,800

Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	0.95	1.50	1.00
<i>FTEs without benefits</i>	2.76	2.21	2.16
<i>Division Total</i>	3.71	3.71	3.16

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Director</i>	0.10	-
<i>Assistant Recreation Director</i>	0.25	-
<i>Recreation Supervisor I</i>	-	1.00
<i>Recreation Supervisor II</i>	1.15	-
<i>Part-time Staff</i>	2.21	2.16
<i>Division Total FTEs</i>	3.71	3.16

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Takoma Park Recreation Center</i>	211,589	244,661	246,371	186,380
<i>Division Total</i>	211,589	244,661	246,371	186,380

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	140,655	163,500	165,000	119,000
<i>Fringe Benefits</i>	39,245	43,816	44,000	27,000
<i>Overtime</i>	685	1,000	500	2,000
<i>Employee Recognition</i>	350	745	1,300	180
<i>Personnel Subtotal</i>	180,935	209,061	210,800	148,180
<i>Supplies</i>	2,082	3,500	3,471	3,750
<i>Services and Charges</i>	23,148	23,250	23,250	24,100
<i>Miscellaneous</i>	5,424	8,850	8,850	10,350
<i>Division Total</i>	211,589	244,661	246,371	186,380

Takoma Park Recreation Center

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$1,710 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$58,281 lower – a decrease of 24 percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to career staff wages being transferred to the Community Programs division.*
- *Division FTEs were reduced by 0.55.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 13 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and transportation (\$3,250).*
- *Charges categorized as miscellaneous account for about 5.6 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 new adult volleyball league.*
- *Enhance the programing and activities offered at the annual Monster Bash event.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Adult Basketball League Teams	8	6	8	8
Adult Softball League Teams	6	6	4	6
Flag Football League Participants	114	102	68	0
Futsal League Participants	60	64	66	80
T-Ball League Participants	117	108	120	120
Tennis Lesson Participants	160	150	175	175
Winter Basketball League Participants	662	650	740	750
Y.E.S. League Participants	73	73	80	80
Celebrate Takoma Festival Participants	900	911	950	1,000
Egg Hunt Participants	425	440	475	450
Monster Bash Participants	800	810	875	825

Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	1.70	1.20	1.50
<i>FTEs without benefits</i>	0.51	0.51	0.83
<i>Division Total</i>	2.21	1.71	2.33

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Program Manager II</i>	-	1.00
<i>Recreation Specialist</i>	-	0.50
<i>Asst. Recreation Director</i>	0.10	-
<i>Recreation Supervisor I</i>	0.10	-
<i>Recreation Supervisor II</i>	0.50	-
<i>Recreation Coordinator I</i>	0.50	-
<i>Part-time Staff</i>	0.51	0.83
<i>Division Total FTEs</i>	1.71	2.33

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Community Programs</i>	186,784	200,209	202,655	229,628
<i>Division Total</i>	186,784	200,209	202,655	229,628

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	87,935	92,500	97,500	124,348
<i>Fringe Benefits</i>	32,922	35,707	35,500	41,000
<i>Overtime</i>	682	2,500	300	2,500
<i>Employee Recognition</i>	191	705	705	330
<i>Personnel Subtotal</i>	121,730	131,412	134,005	168,178
<i>Supplies</i>	36	350	350	-
<i>Services and Charges</i>	9,182	10,350	10,300	11,050
<i>Miscellaneous</i>	55,836	58,097	58,000	50,400
<i>Division Total</i>	186,784	200,209	202,655	229,628

Community Programs

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$2,446 more than the budget.*
- *The variance is primarily attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$29,419 higher – an increase of 15 percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to an increase in personnel costs. A career staff person was transferred into this division.*
- *Division FTEs increased by 0.62.*
- *Approximately 73 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 22 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.
- Improve the baseball infields at Lee Jordan and Ed Wilhelm fields.
- Explore and implement turf management options that meet the City's Safe Grow regulations.
- Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction.

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Number of Resident Rentals at TPCC	222	140	140	80
Number of Non-Resident Rentals at TPCC	38	30	50	20
Percentage of days used at TPCC	75%	74%	86%	86%
Number of Resident Rentals at TPRC	5	17	28	30
Number of Non-Resident Rentals at TPRC	8	16	45	50
Percentage of days used at TPRC	68%	80%	60%	75%
Number of Resident Rentals at Heffner	70	54	70	35
Number of Non-Resident Rentals at Heffner	13	15	11	6
Percentage of days used at Heffner	73%	75%	80%	80%

Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	0.10	0.10	-
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.10	0.10	-

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Supervisor II</i>	0.10	-
<i>Division Total FTEs</i>	0.10	-

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Athletic Fields and Facilities</i>	62,177	70,568	57,810	84,500
<i>Division Total</i>	62,177	70,568	57,810	84,500

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	7,211	7,500	8,000	-
<i>Fringe Benefits</i>	3,169	3,718	3,700	-
<i>Overtime</i>	106	350	100	-
<i>Employee Recognition</i>	3	-	10	-
<i>Personnel Subtotal</i>	10,489	11,568	11,810	-
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	51,688	59,000	46,000	84,500
<i>Miscellaneous</i>	-	-	-	-
<i>Division Total</i>	62,177	70,568	57,810	84,500

Athletic Fields & Facilities

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$12,758 less than budget.*
- *The variance is attributable to the delay of the Library construction, therefore the budgeted expenditures for renting extra space during the construction was not spent in FY18.*

FY19 Budget Highlights:

- *Division expenditures are \$13,932 higher – an increase of 20 percent – compared to budgeted expenditures for FY18. The variance is attributable to an increase in landscaping contractual services to remove and replace infield turf for three fields.*
- *Division FTEs and reduced by 0.10.*
- *Services and charges represent 100 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$57,500).*
- *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 90 percent or better rate of return for surveys.*
- *Provide a skill building Spring Break Camp for teens that will increase personal development and introduce college and career opportunities.*
- *Provide a STEAM camp for youth participants.*
- *Continue to provide innovative specialty camps for a variety of interests.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Number of participants in Counselor-in-Training Program	13	13	13	15
Percentage of favorable ratings for Spring Break Camp	88	90	85	90
Percentage of evaluations returned for Spring Break Camp	75	80	80	90
Percentage of favorable ratings for Summer Camp	85	85	90	90
Percentage of evaluations returned for Summer Camp	65	70	75	80
Implement summer specialty camps	8	8	9	10
Number of skill building teen camp opportunities	1	1	1	5

Camps

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	0.75	0.75	0.50
<i>FTEs without benefits</i>	1.15	0.91	0.87
<i>Division Total</i>	1.90	1.66	1.37

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Assistant Recreation Director</i>	0.05	-
<i>Recreation Supervisor II</i>	0.20	-
<i>Recreation Supervisor I</i>	0.50	0.50
<i>Seasonal Staff</i>	0.91	0.87
<i>Division Total FTEs</i>	1.66	1.37

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Camps</i>	126,029	144,694	136,859	127,980
<i>Division Total</i>	126,029	144,694	136,859	127,980

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	67,037	74,300	74,500	55,800
<i>Fringe Benefits</i>	17,767	26,004	20,000	19,500
<i>Overtime</i>	319	1,000	300	1,000
<i>Employee Recognition</i>	48	390	100	580
<i>Personnel Subtotal</i>	85,171	101,694	94,900	76,380
<i>Supplies</i>	1,287	1,800	1,809	1,800
<i>Services and Charges</i>	34,286	35,600	34,550	44,200
<i>Miscellaneous</i>	5,285	5,600	5,600	5,600
<i>Division Total</i>	126,029	144,694	136,859	127,980

Camps

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$7,835 less than budget.*
- *The variance is attributable to fringe benefits.*

FY19 Budget Highlights:

- *Division expenditures are \$16,714 lower – a decrease of 12 percent – compared to budgeted expenditures for FY18.*
- *Approximately 60 percent of division expenditures are personnel related.*
- *Division FTEs decrease by 0.29.*
- *Services and charges represent about 35 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 82 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 FY16	Actual FY17	Estimated FY18	Projected FY19
Percentage of evaluations returned	75	80	80	82
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	95	92
Contractor-led clubs/activities	2	2	2	3

Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	0.60	0.60	0.50
<i>FTEs without benefits</i>	1.21	1.42	1.87
<i>Division Total</i>	1.81	2.02	2.37

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Assistant Recreation Director</i>	0.05	-
<i>Recreation Supervisor II</i>	0.15	-
<i>Recreation Supervisor I</i>	0.40	0.50
<i>Part-time Staff</i>	1.42	1.87
<i>Division Total FTEs</i>	2.02	2.37

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Before and After School Programs</i>	109,943	120,703	103,900	126,500
<i>Division Total</i>	109,943	120,703	103,900	126,500

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	78,781	82,800	74,500	86,460
<i>Fringe Benefits</i>	20,791	25,103	18,000	25,200
<i>Overtime</i>	237	1,500	200	1,500
<i>Employee Recognition</i>	193	300	200	490
<i>Personnel Subtotal</i>	100,002	109,703	92,900	113,650
<i>Supplies</i>	5,742	5,500	5,500	5,850
<i>Services and Charges</i>	3,913	4,900	4,900	4,900
<i>Miscellaneous</i>	286	600	600	2,100
<i>Division Total</i>	109,943	120,703	103,900	126,500

Before & After School Programs

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$16,803 less than budget.*
- *The variance is attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$5,797 higher – an increase of 4.8 percent – compared to budgeted expenditures for FY18.*
- *The variance is attributable to transferring career staff wages and benefits to After School Programs.*
- *Division FTEs increased by 0.35.*
- *Approximately 90 percent of division expenditures are personnel related.*

Takoma Park Community Center

Division Purpose:

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

Management Objectives:

- *Continue to enhance and expand programming in the multi-media lab that encourages increased usage from youth and teens.*
- *Continue the 55+ Summer Camp program and increase the number of participants.*
- *Provide evening and weekend programming for active senior participants.*
- *Explore local partnerships opportunities for senior camp program.*
- *Explore options to offer outdoor programming in local City Parks.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Number of developmental teen programs/ trips	20	20	25	30
Number of teens participating in developmental programs/ trips	161	140	141	160
Number of active adult programs	12	12	15	14
Number of Senior Camp participants			15	18
Number of participants in active adult programs	420	594	809	800
Number of Senior Program partners	3	4	5	6

Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	4.45	4.45	2.00
<i>FTEs without benefits</i>	3.29	2.79	2.36
<i>Division Total</i>	7.74	7.24	4.36

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Recreation Director</i>	0.20	-
<i>Assistant Recreation Director</i>	0.05	-
<i>Recreation Program Manager I</i>	1.90	1.00
<i>Recreation Coordinator II</i>	1.00	1.00
<i>Administrative Assistant I</i>	0.80	-
<i>Recreation Specialist</i>	0.50	-
<i>Part-time Staff</i>	2.79	2.36
<i>Division Total FTEs</i>	7.24	4.36

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Community Center</i>	614,603	743,619	684,260	380,410
<i>Division Total</i>	614,603	743,619	684,260	380,410

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	381,454	417,600	393,750	207,650
<i>Fringe Benefits</i>	107,453	145,009	116,000	35,000
<i>Overtime</i>	4,064	5,000	3,500	2,000
<i>Employee Recognition</i>	444	1,510	1,510	360
<i>Personnel Subtotal</i>	493,415	569,119	514,760	245,010
<i>Supplies</i>	2,855	12,000	12,000	12,000
<i>Services and Charges</i>	73,038	100,000	95,000	90,900
<i>Miscellaneous</i>	45,295	62,500	62,500	32,500
<i>Division Total</i>	614,603	743,619	684,260	380,410

Takoma Park Community Center

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$59,359 lower than budget.*
- *The variance is attributable to personnel costs.*

FY19 Budget Highlights:

- *Division expenditures are \$363,209 lower – a decrease of 49 percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to a decrease in personnel services and miscellaneous. The department transferred staff wages and teen programming money to the Outreach Division.*
- *Approximately 64 percent of division expenditures are personnel related.*
- *Division FTEs decreased by 2.88.*
- *Services and charges represent about 24 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$90,900).*
- *Charges categorized as miscellaneous account for about nine percent of division expenditures. This classification includes costs for senior programming (\$30,000).*



Housing and Community Development



THE CITY OF
TAKOMA PARK



Photo credit: Sam Kittner Photography

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Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, and the arts and humanities. Technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department support the Council's desire to expand local economic development programming, provide diverse affordable housing opportunities, and improve the quality of life of residents throughout the Takoma Park community. Historically these functions have been accounted for in three divisions: **HCD Administration, Planning and Development Services**, and **Housing and Community Services**. A fourth division – **Economic Development** – has been added in FY19 to provide greater focus on the Council's economic development goals.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>HCD Administration</i>	2.13	2.00	2.00
<i>Economic Development</i>	-	-	2.00
<i>Planning and Development Services</i>	2.38	3.38	3.50
<i>Housing and Community Services</i>	4.00	4.00	4.00
<i>Department Total FTEs</i>	8.51	9.38	11.50

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Inspection Fees</i>	325,162	338,600	338,600	333,595
<i>Subtotal</i>	325,162	338,600	338,600	333,595
<i>General Fund</i>	932,446	1,371,075	1,284,820	1,557,613
<i>Department Total</i>	1,257,608	1,709,675	1,623,420	1,891,208

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	601,714	651,300	651,300	902,160
<i>Fringe Benefits</i>	205,513	269,730	269,730	374,000
<i>Overtime</i>	6,067	7,800	5,400	10,000
<i>Employee Recognition</i>	1,356	1,200	1,200	1,480
<i>Personnel Subtotal</i>	814,650	930,030	927,630	1,287,640
<i>Supplies</i>	17,816	88,150	88,150	36,250
<i>Services and Charges</i>	404,503	631,535	547,680	470,158
<i>Miscellaneous</i>	20,639	59,960	59,960	97,160
<i>Department Total</i>	1,257,608	1,709,675	1,623,420	1,891,208

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>HCD Administration</i>	281,742	350,671	350,671	345,254
<i>Economic Development</i>	-	-	-	299,660
<i>Planning and Development Services</i>	344,447	615,215	528,960	487,720
<i>Housing and Community Services</i>	631,419	743,789	743,789	758,574
<i>Department Total</i>	1,257,608	1,709,675	1,623,420	1,891,208

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$86,255 less than budget.*
- *The variance is primarily attributable to lower than anticipated contract costs required to advance the recommendations of the pending Housing and Economic Development Strategic Plan.*

FY19 Budget Highlights:

- *Departmental expenditures are \$181,533 higher - an increase of 10.6 percent - compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to an increase in personnel costs associated with the formation of the new Economic Development Division, the expansion of the Planning and Services Division, and the return to full staffing across the Department.*
- *Departmental FTEs increase by 2.12 due to the addition of a second professional Planner in the Planning Division; the creation of two permanent positions in the new Economic Development Division; and the incorporation of the Special Projects Coordinator, previously funded by the Safe Routes to School Program, in the general operating budget.*
- *Approximately 68 percent of departmental expenditures are personnel related.*
- *Services and charges account for 25 percent of departmental expenditures. Expenditures accounted for in this category include rental-housing inspection services provided by Montgomery County (\$247,624), contractual costs for economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$73,500), implementation of the Housing and Economic Development Strategic Plan (\$17,000), and expanded rent report processing support (\$11,400).*
- *Miscellaneous expenditures represent five percent of departmental expenditures.*

HCD Administration

Division Purpose:

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

Management Objectives:

- *Facilitate the establishment of the new Economic Development Division.*
- *Initiate implementation of the Housing and Economic Development Strategic Plan.*
- *Initiate implementation of the Takoma Park Cultural Plan.*
- *Facilitate the redevelopment of the Takoma Junction site.*
- *Facilitate the transfer of the Takoma Park Recreation Center to the City.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Divisional Budgets Monitored	6	6	3	4
Special Revenue Fund Projects Administered	5	5	9	5
Service Contracts Monitored	10	13	13	15
Cultural Programs Offered	50	46	42	40
Special Events	1	1	2	2
Boards and Commissions Staffed	3	4	4	4

HCD Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	2.13	2.00	2.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.13	2.00	2.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Director of Housing and Community Development</i>	1.00	1.00
<i>Arts Coordinator</i>	0.50	0.50
<i>Program Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	2.00	2.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>HCD Administration</i>	281,742	350,671	350,671	345,254
<i>Division Total</i>	281,742	350,671	350,671	345,254

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	176,161	176,500	176,500	205,860
<i>Fringe Benefits</i>	63,936	68,151	68,151	72,500
<i>Overtime</i>	732	500	500	1,000
<i>Employee Recognition</i>	90	90	90	90
<i>Personnel Subtotal</i>	240,919	245,241	245,241	279,450
<i>Supplies</i>	7,963	53,150	53,150	16,250
<i>Services and Charges</i>	32,033	50,180	50,180	46,354
<i>Miscellaneous</i>	827	2,100	2,100	3,200
<i>Division Total</i>	281,742	350,671	350,671	345,254

HCD Administration

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be roughly equal to the adopted budget.*

FY19 Budget Highlights:

- *Division expenditures are \$5,417 less – a decrease of 1.5 percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to reduced supply costs resulting from the Department's efforts to move towards a paperless work environment and to provide more online educational programming for community residents and property owners.*
- *Division FTEs remain constant.*
- *Approximately 81 percent of division expenditures are personnel related.*
- *Services and charges represent 13 percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, inventory, and postage costs.*



Photo credit: Sam Kittner Photography

Economic Development

Division Purpose:

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

Management Objectives:

- *Staff and finalize set-up a new Economic Development Division.*
- *Monitor and coordinate contract for services with Main Street Takoma and Takoma Langley Park Crossroads CDA.*
- *Develop and initiate implementation of the Takoma Park Business Retention and Expansion project.*
- *Initiate implementation of the economic development recommendations included in the Housing and Economic Development Strategic Plan.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Economic Development Projects	0	0	0	3
Business Retention and Expansion Contacts	0	0	0	75
Technical Support Contacts	0	0	0	10

Economic Development

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	-	-	2.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	-	-	2.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Economic Development Manager</i>	-	1.00
<i>Economic Development Specialist</i>	-	1.00
<i>Division Total FTEs</i>	-	2.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Economic Development</i>	-	-	-	299,660
<i>Division Total</i>	-	-	-	299,660

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	-	-	-	104,500
<i>Fringe Benefits</i>	-	-	-	81,000
<i>Overtime</i>	-	-	-	500
<i>Employee Recognition</i>	-	-	-	60
<i>Personnel Subtotal</i>	-	-	-	186,060
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	-	-	97,200
<i>Miscellaneous</i>	-	-	-	16,400
<i>Division Total</i>	-	-	-	299,660

Economic Development

Adopted to Estimated Actual FY18:

- *There were no funds budgeted for this division in FY18.*

FY19 Budget Highlights:

- *Approximately 62 percent of division expenditures are personnel related.*
- *Services and charges represent 32 percent of division expenditures. This category includes contracts for economic development services with Main Street Takoma and Takoma Langley Crossroads CDA (\$73,500), costs related to the implementation of the strategic plan (\$15,000) and analytic services (\$4,500).*



Photo credit: Sam Kittner Photography

Planning & Development Services

Division Purpose:

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

Management Objectives:

- *Complete Public Land and Open Space Management Plan and present for Council consideration and adoption.*
- *Facilitate completion of Ethan Allen bike improvements; Coordinate development of the New Hampshire Avenue Bikeway Plan.*
- *Facilitate implementation of the recommendations of the FY18 Parking Study.*
- *Monitor and assist in the planning and promotion of the 2020 U.S. Census.*
- *Monitor development projects such as Takoma Junction, Washington Adventist Hospital, Takoma Recreation Center and private properties.*
- *Provide technical support for the implementation of the Housing and Economic Development Strategic Plan.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Development and Zoning Reviews	4	6	5	5
Public Realm Projects	5	4	4	4
Economic Development Projects	3	4	5	0
Capital Projects	6	6	5	6
Safe Routes to School - Events	38	31	29	30
Safe Routes to School - Participants	3,300	2,910	3,105	2,735
TKPK5K Challenge - Participants	1,400	1,500	1,534	1,750
Vendor Permits Issued	3	5	3	5

Planning & Development Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	2.38	3.38	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.38	3.38	3.50

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Community Development Manager</i>	1.00	1.00
<i>Senior Planner</i>	-	1.00
<i>Planner</i>	1.00	1.00
<i>Economic Development Specialist</i>	1.00	-
<i>Special Projects Coordinator</i>	0.38	0.50
<i>Division Total FTEs</i>	3.38	3.50

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Planning and Development Services</i>	344,447	615,215	528,960	487,720
<i>Division Total</i>	344,447	615,215	528,960	487,720

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	174,375	189,500	189,500	280,000
<i>Fringe Benefits</i>	53,419	85,160	85,160	97,000
<i>Overtime</i>	2,700	4,800	2,400	5,000
<i>Employee Recognition</i>	1,116	150	150	120
<i>Personnel Subtotal</i>	231,610	279,610	277,210	382,120
<i>Supplies</i>	9,853	35,000	35,000	20,000
<i>Services and Charges</i>	86,016	260,155	176,300	27,700
<i>Miscellaneous</i>	16,968	40,450	40,450	57,900
<i>Division Total</i>	344,447	615,215	528,960	487,720

Planning & Development Services

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$86,255 less than budget.*
- *The variance is primarily attributable to delays in the undertaking of activities related to the implementation of the Housing and Economic Development Strategic Plan.*

FY19 Budget Highlights:

- *Division expenditures are \$127,495 lower – a decrease of 20.7 percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable to the transfer of personnel and contract for services costs, previously accounted for in this Division, to the new Economic Development Division.*
- *Departmental FTEs increase by 0.12, reflecting the transfer of cost of a previously grant funded position to the Division.*
- *Approximately 78 percent of division expenditures are personnel related.*
- *Services and charges represent 6 percent of division expenditures. Included in this category are costs associated with the maintenance of the NewAve.com website (\$6,500), printing (\$6,500), community outreach activities (\$2,000), and miscellaneous contracts for technical services (\$7,500).*



Photo Credit: Sam Kittner Photography

Housing & Community Services

Division Purpose:

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

Management Objectives:

- *Initiate recommendation of the Housing and Economic Development Strategic Plan including the online offering of the Landlord Certification Seminar and modification of the Homestretch Program.*
- *Streamline the review and processing of annual Rent Stabilization Rent Report.*

Performance/Workload Measures:

Measurement	Actual	Actual	Projected	Estimated
	FY16	FY17	FY18	FY19
Tenant Capacity Building Initiative Projects	6	6	8	8
Tenant Opportunity to Purchase Proposals	12	15	15	20
Rental Licenses – Issued	460	460	425	475
Rental Licenses – Discontinued	40	49	50	55
Illegal Rental Facilities Identified	45	45	45	30
Rental Units Inspected by Montgomery County	2,900	2,900	2,800	3,000
Rent Stabilized Rental Facilities	298	310	310	310
Exempted Rental Facilities	22	21	21	25
Rent Stabilization Exemptions Processed	13	18	16	18
Owner Occupied Group Houses Registered	6	7	7	10
Vacant Properties Monitored	85	85	85	85
Fair Return Petitions Filed	1	0	3	6
Illegal Rent Payments Reimbursed	\$1,500	\$1,500	\$1,000	\$1,500
COLTA – Cases Filed	3	3	5	8
COLTA – Hearings Conducted	2	1	1	4
Seminars and Workshops Conducted	8	9	10	10
Landlord Certificates Issued	234	220	220	225
Credit Checks Conducted	31	20	21	25
CDBG / Community Grants Administered	18	18	18	18
Emergency Assistance Grants Awarded	130	115	120	125
Home Stretch Downpayment Assistance Grants	0	0	3	5

Housing & Community Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	4.00	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.00	4.00	4.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Community Development Manager</i>	1.00	1.00
<i>Grants Coordinator</i>	0.50	0.50
<i>Landlord Tenant Mediation Specialist</i>	0.50	0.50
<i>Housing Specialist</i>	1.00	1.00
<i>Rental Licensing Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	4.00	4.00

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Housing and Community Services</i>	631,419	743,789	743,789	758,574
<i>Division Total</i>	631,419	743,789	743,789	758,574

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	251,178	285,300	285,300	311,800
<i>Fringe Benefits</i>	88,158	116,419	116,419	123,500
<i>Overtime</i>	2,635	2,500	2,500	3,500
<i>Employee Recognition</i>	150	960	960	1,210
<i>Personnel Subtotal</i>	342,121	405,179	405,179	440,010
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	286,454	321,200	321,200	298,904
<i>Miscellaneous</i>	2,844	17,410	17,410	19,660
<i>Division Total</i>	631,419	743,789	743,789	758,574

Housing & Community Services

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be roughly equal to the adopted budget.*

FY19 Budget Highlights:

- *Division expenditures are \$14,785 higher – an increase of two percent – compared to budgeted expenditures for FY18.*
- *The variance is primarily attributable a return to full staffing in the Division.*
- *Division FTEs remain constant.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Services and charges represent 39 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).*



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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	Estimated	Proposed
	FY17	FY18	FY19
City TV Hours:	225 hrs	215 hrs.	210 hrs
Original programming	106 hrs	100 hrs	100 hrs
Council meetings	118 hrs	115 hrs	110 hrs
Auditorium events (not broadcast on TV)	67	55	30
Average number of website pages viewed per month (approx.)	40,000	43,000	43,000
Average number of website pages viewed per visit	2.53	2.47	2.75
Social media account followers (FB, Twitter)	2,600	6,100	8,000
Mobile users of website	24.7%	37%	40%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	4.00	4.00	4.00
<i>FTEs without benefits</i>	1.75	1.75	1.75
<i>Division Total</i>	5.75	5.75	5.75

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>TV Production Manager</i>	1.00	1.00
<i>Media Specialist</i>	1.00	1.00
<i>Part-time Communications Support</i>	1.75	1.75
<i>AV Specialist</i>	2.00	2.00
<i>Division Total FTEs</i>	5.75	5.75

Department Summary

	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Proposed</i>
<i>Source of Funds</i>	<i>FY17</i>	<i>FY18</i>	<i>FY18</i>	<i>FY19</i>
<i>Cable Franchise Fees</i>	258,639	246,000	246,000	228,000
<i>Cable Operating Grant</i>	476,739	462,000	462,000	429,000
<i>Subtotal</i>	735,378	708,000	708,000	657,000
<i>General Fund</i>	-245,467	-116,215	-188,161	-91,200
<i>Department Total</i>	489,911	591,785	519,839	565,800

	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Proposed</i>
<i>Division Expenditures</i>	<i>FY17</i>	<i>FY18</i>	<i>FY18</i>	<i>FY19</i>
<i>Communications</i>	489,911	591,785	519,839	565,800
<i>Division Total</i>	489,911	591,785	519,839	565,800

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	264,296	310,500	288,000	316,500
<i>Fringe Benefits</i>	78,749	90,105	85,500	93,500
<i>Overtime</i>	4,263	12,000	5,500	12,000
<i>Employee Recognition</i>	360	1,780	1,780	980
<i>Personnel Subtotal</i>	347,668	414,385	380,780	422,980
<i>Supplies</i>	7,122	15,000	5,571	10,000
<i>Services and Charges</i>	112,616	142,850	113,731	116,650
<i>Miscellaneous</i>	22,505	19,550	19,757	16,170
<i>Division Total</i>	489,911	591,785	519,839	565,800

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$71,946 less than budget.*
- *The variance is due primarily to lower than anticipated costs for personnel and communications related supplies.*

FY19 Budget Highlights:

- *Cable related operating revenues are anticipated to decrease by \$51,000 in FY19 compared to FY18 based on the Memorandum of Understanding (MOU) with Montgomery County.*
- *Departmental expenditures are proposed to be \$25,985 lower – a decrease of 4.4 percent – compared to budgeted expenditures for FY18.*
- *Approximately 75 percent of departmental expenditures are personnel related.*
- *Personnel costs are up \$8,595 compared to budgeted expenditures for FY18.*
- *Services and charges account for about 21 percent of departmental expenditures, including \$95,000 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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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 FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Library</i>	9.75	9.75	9.75
<i>Computer Learning Center</i>	1.38	1.38	1.38
<i>Department Total FTEs</i>	11.13	11.13	11.13

<i>Source of Funds</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Library Aid from County</i>	166,169	154,043	155,000	164,000
<i>Library Fines and Fees</i>	23,869	33,000	16,900	17,000
<i>Subtotal</i>	190,038	187,043	171,900	181,000
<i>General Fund</i>	1,027,372	1,162,817	1,107,481	1,191,720
<i>Department Total</i>	1,217,410	1,349,860	1,279,381	1,372,720

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	771,901	819,000	770,300	847,500
<i>Fringe Benefits</i>	275,376	305,990	294,000	310,300
<i>Overtime</i>	5,194	8,000	7,500	7,200
<i>Employee Recognition</i>	1,060	9,320	9,320	3,070
<i>Personnel Subtotal</i>	1,053,531	1,142,310	1,081,120	1,168,070
<i>Supplies</i>	126,426	147,100	143,461	144,950
<i>Services and Charges</i>	24,626	43,950	38,800	44,700
<i>Miscellaneous</i>	12,827	16,500	16,000	15,000
<i>Department Total</i>	1,217,410	1,349,860	1,279,381	1,372,720

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Library</i>	1,122,207	1,239,260	1,173,141	1,271,030
<i>Computer Learning Center</i>	95,203	110,600	106,240	101,690
<i>Department Total</i>	1,217,410	1,349,860	1,279,381	1,372,720

Department Summary

Adopted to Estimated Actual FY18:

- *Departmental expenditures are expected to be \$70,479, lower than budget.*
- *The variance is mainly attributable to lower than anticipated personnel costs.*

FY19 Budget Highlights:

- *Departmental expenditures are \$22,860 higher – an increase of 1.7 percent – compared to budgeted expenditures for FY18.*
- *Departmental FTEs do not increase.*
- *Approximately 85 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$25,760 compared to budgeted expenditures for FY18.*
- *Approximately 10.6 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.*



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:

- *Continue to develop, refine, and support plans and preparations for additional and renovated Library space.*
- *Plan and prepare for relocation of Library services and collections during building renovation.*
- *Continue reviewing and evaluating Library collections, and refining their contents in terms of what is most relevant in a redesigned 20th. century public Library.*
- *Conserve library space for the most in-demand print materials by increasing patron access to streaming books, magazines and music for all ages.*
- *Enhance our Summer Quest reading program with additional literacy-related programs, such as Storytime Saturdays and Reader's Theater.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Circulation of materials	90,536	94,425	103,332	110,000
Circulation per capita	5.33	5.55	6.08	6.47
In-library use of materials	31,354	29,724	32,000	40,000
Use per capita	1.85	1.75	1.88	2.35
Program attendance	17,804	16,678	16,761	17,000
Programs	370	356	363	370

Library Division

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	7.50	7.50	7.50
<i>FTEs without benefits</i>	2.24	2.25	2.25
<i>Division Total</i>	9.74	9.75	9.75

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Library Director</i>	1.00	1.00
<i>Library Manager</i>	3.00	3.00
<i>Librarian</i>	0.50	0.50
<i>Library Assistant</i>	4.00	4.00
<i>Library Shelver</i>	0.38	0.38
<i>Part-time Assistant</i>	0.87	0.87
<i>Division Total FTEs</i>	9.75	9.75

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Library</i>	1,122,207	1,239,260	1,173,141	1,271,030
<i>Division Total</i>	1,122,207	1,239,260	1,173,141	1,271,030

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	707,237	746,500	699,500	773,500
<i>Fringe Benefits</i>	249,014	275,180	265,000	288,500
<i>Overtime</i>	4,566	7,000	7,000	7,000
<i>Employee Recognition</i>	970	8,980	8,980	2,980
<i>Personnel Subtotal</i>	961,787	1,037,660	980,480	1,071,980
<i>Supplies</i>	124,452	144,450	140,461	141,950
<i>Services and Charges</i>	23,641	42,150	37,200	43,100
<i>Miscellaneous</i>	12,327	15,000	15,000	14,000
<i>Division Total</i>	1,122,207	1,239,260	1,173,141	1,271,030

Library Division

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$66,119 less than budget.*
- *The variance is primarily attributable to less than anticipated expenditures for personnel.*

FY19 Budget Highlights:

- *Division expenditures are \$31,770 higher – an increase of 2.6 percent – compared to budgeted expenditures for FY18.*
- *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 \$199,050, 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 in 37 languages to users of all ages. We also maintain four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Management Objectives:

- *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.*
- *Encourage public computer users to access the Library's excellent collection of edited, verified, digital information resources.*

Performance/Workload Measures:

Measurement	Actual FY16	Actual FY17	Estimated FY18	Projected FY19
Number of Internet sessions (log-ons)	17,721	13,653	13,754	14,000
Hours Used	11,411	9,422	9,060	9,000

Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	0.75	1.13	1.00
<i>FTEs without benefits</i>	0.63	0.25	0.38
<i>Division Total</i>	1.38	1.38	1.38

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Library Instructor Asst.</i>	1.38	1.38
<i>Division Total FTEs</i>	1.38	1.38

<i>Division Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY118</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Computer Learning Center</i>	95,203	110,600	106,240	101,690
<i>Division Total</i>	95,203	110,600	106,240	101,690

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	64,664	72,500	70,800	74,000
<i>Fringe Benefits</i>	26,362	30,810	29,000	21,800
<i>Overtime</i>	628	1,000	500	200
<i>Employee Recognition</i>	90	340	340	90
<i>Personnel Subtotal</i>	91,744	104,650	100,640	96,090
<i>Supplies</i>	1,974	2,650	3,000	3,000
<i>Services and Charges</i>	985	1,800	1,600	1,600
<i>Miscellaneous</i>	500	1,500	1,000	1,000
<i>Division Total</i>	95,203	110,600	106,240	101,690

Computer Learning Center

Adopted to Estimated Actual FY18:

- *Division expenditures are expected to be \$4,360. less than budget.*

FY19 Budget Highlights:

- *Division expenditures are \$8,910 lower – a decrease of 8.1 percent – compared to budgeted expenditures for FY18.*
- *The variance is mainly attributable to decreases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 94.5 percent of division expenditures are personnel related.*



IN THIS SECTION:

- Non-Departmental Summary

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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
	FY17	FY18	FY19
Number of auto liability insurance claims	8	20	20
Number of general liability insurance claims	5	4	5
Number of police liability insurance claims	0	5	5
Number of public official insurance claims	0	0	0
Number of property insurance claims	0	0	0
Number of worker's compensation insurance claims	15	19	17
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 FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>General Fund</i>	1,168,118	1,764,030	1,351,747	1,684,484
<i>Division Total</i>	1,168,118	1,764,030	1,351,747	1,684,484

<i>Division Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Other Fringe Benefits</i>	33,452	53,000	53,000	55,000
<i>Workers' Compensation Insurance</i>	689,084	570,000	600,980	595,000
<i>Personnel Subtotal</i>	722,536	623,000	653,980	650,000
<i>Supplies</i>	2,317	-	-	-
<i>Services and Charges</i>	141,050	149,700	128,187	151,700
<i>Miscellaneous</i>	302,215	991,330	569,580	882,784
<i>Division Total</i>	1,168,118	1,764,030	1,351,747	1,684,484

Non-Departmental

Adopted to Estimated Actual FY18:

- *Expenditures are expected to be \$412,283 less than budget.*
- *The variance is attributable to the decrease in general motor vehicle insurance premiums, general contingency provision, and Housing Fund expenditures.*

FY19 Budget Highlights:

- *Expenditures are \$79,546 lower – a decrease of 4.5 percent – compared to budgeted expenditures for FY18.*
- *Approximately thirty-nine percent of division expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.*
- *Services and charges account for about nine percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$151,700).*
- *Approximately fifty-two percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$150,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$126,584) 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 to external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY19 include the Takoma Park Independence Day Committee (\$25,000), and the Takoma Folk Festival (\$30,000). External entities will also benefit from the Community Grant Program (\$130,000).*



IN THIS SECTION:

Capital Improvement Program

- Program Descriptions 168
- Equipment 170
- Information & Communication Technology 171
- Street and Sidewalks 172
- Parks 173
- Facilities 173
- Stormwater Management 174

Capital Improvement Program Fiscal Years 2019-2023

Capital Improvement Budget

Our Capital Improvement Budget covers the following six categories: Equipment Replacement, Information and Communication Technology Improvements, Park Development, Infrastructure Improvements, Facility Improvements, and Stormwater Management. Below is a summary of how these funds will be used in FY19. 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 FY19 there will be replacements of the recycling truck, a leaf box, and trash truck for Public Works, five police cars for Police Department, treadmills for the Recreation Center, upgrade of the network switches for the IT Department, and renovation of the rear elevator, chiller water pump and additional HVAC controls system improvements in the Community Center.

Information & Communication Technology

The Technology Steering Committee evaluates the impacts of existing hardware and software technology, identifies future technology-related needs, and makes recommendations to address those needs. Major expenses identified by the Steering Committee for FY19 include surveillance camera installation at the Heffner Community Center, Public Works, the Recreation Center on New Hampshire Avenue, and closed circuit TV video surveillance for the Community Center.

Audio-visual equipment and touch panel system will be replaced in FY19. 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. Other major expenses include Microsoft Office 2016 licenses, Next Generation firewall, and network switches upgrade.

Park Development

The one park development that will be completed in FY19 is the improvement of the basketball court at Spring Park. This project's source of funds is from the City's General Fund.

Capital Improvement Program Fiscal Years 2019-2023

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 FY19 are the Ethan Allen Gateway Streetscape and the Flower Avenue Green Street. Both of these projects started in FY 18 and will continue into FY19.

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 FY19, with construction anticipated to begin in FY19. Concept designs for the police station were 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.

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller scale facility improvements. In FY19 the projects include addition of an office in HCD, installation of duct heater in the auditorium, carpet replacement in the third floor and Hydrangea Room, window replacement in the Teen Room and Dance Room, refurbishment of the surface of the pedestrian bridge entrance from Maple Avenue, and installation of an exterior foyer at the Heffner Park building.

Stormwater Management

In FY19, there will be several projects included in the Capital Budget pertaining to design and construction of bio-retention facilities to capture street run-off and filter it prior to entering the stormwater system. Another major future improvement is the Takoma Branch Stream Restoration project which, when completed, will provide a significant pollution reduction for the City. The project design phase is expected to be completed in FY19 with construction scheduled for FY20 and FY21. Other projects include construction of bioretention facilities at Devonshire and Glazewood Avenues, Glenside Drive and Anne Street and Glenside Drive and Jackson Avenue, and Grant Avenue and Holly Avenue. Additional information about the Stormwater Management budget can be found on page 182.

Capital Improvement Program

Fiscal Years 2019-2023

EQUIPMENT	Priority	FY19	FY20	FY21	FY 22	FY 23
Police - Vehicles						
Police Cars	ERR	I	\$ 152,020	\$ 179,390	\$ 155,203	\$ 302,496 \$ 321,290
Police - Equipment						
Camera Trailer	SCF	III	\$ 33,000			
Field Radio Equipment	SCF	III	\$ 59,000	\$ 25,000	\$ 25,000	\$ 25,000 \$ 25,000
Mobile Computers	SCF	III	\$ 15,000	\$ 15,000	\$ 15,000	\$ 18,000 \$ 18,000
In-car Camera Systems Replacement	SCF	III	\$ 84,000			
Refit of Property Room Storage Systems	SCF	IV	\$ 44,801			
Body Camera & Taser Replacement	ERR	II			\$ 34,778	
Public Works - Vehicle						
Recycling Truck (#261)	ERR	II	\$ 249,663			
Trash Truck (#222)	ERR	II	\$ 247,582			
Dump Truck (#259)	ERR	II		\$ 80,000		
Pick Up Truck (#223)	ERR	III		\$ 35,100		
Pick Up Truck (#241)	ERR	III		\$ 32,000		
Admin Vehicle (#262)	ERR	III			\$ 32,591	
Pick Up Truck (#244)	ERR	III			\$ 33,525	
Street Sweeper	SW	III				\$ 263,766
Pick Up Truck (#260)	ERR	III				\$ 45,489
Public Works - Equipment						
Leaf Box (1 of 7)	ERR	III	\$ 5,376	\$ 5,376	\$ 5,376	\$ 5,376
Crackfilling Machine	ERR	III		\$ 45,000		
Leaf Collection Vacuums	ERR	III		\$ 30,000	\$ 30,000	\$ 30,000
Mechanic Tool Box 1 & 2	ERR	III		\$ 6,600		
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
Aerial Lift	ERR	III				\$ 48,439
Hook Lift Trailer	ERR	III				\$ 85,861
Transmission Fuel Exchanger	ERR	III				\$ 6,706
Vehicle Lift 1	ERR	III				\$ 14,065

Capital Improvement Program Fiscal Years 2019-2023

EQUIPMENT	Priority	FY19	FY20	FY21	FY 22	FY 23
Recreation - Vehicle						
Recreation Bus Large(#242)	ERR		\$ 78,136			
Recreation Bus (SAB)(#268)	ERR				\$ 62,733	
Recreation - Equipment						
Treadmills	ERR	\$ 6,330		\$ 6,100		
Active Arcade Game – Game Room	ERR				\$ 15,000	
Departmental - Vehicle						
Admin Pool Car (#243)	ERR		\$ 31,253			
SUBTOTAL - EQUIPMENT			\$ 614,827	\$ 354,899	\$ 1,062,271	\$ 519,361
INFORMATION & COMMUNICATION TECHNOLOGY						
Information Technology						
Closed Circuit TV & Video Surveillance for Community Center	ERR	\$ 40,000			\$ 45,212	
Microsoft Office 2016 Licenses	GF	\$ 30,000				
Next Generation Firewall	GF	\$ 85,000				
Surveillance for PW/REC/Heffner	GF	\$ 23,000			\$ 40,575	
Upgrade Network Switches	ERR	\$ 75,000		\$ 28,550		
Millennium Door Security & ID Software	ERR				\$ 34,778	
Servers A & B	ERR				\$ 74,194	
Public Works						
Fuel Dispensing Software & Equipment	ERR		\$ 35,000			
Recreation						
Rec Programming Software - ActiveNetwork	ERR		\$ 51,069			
Administration/Communications (City TV)						
Auditorium Digital Video & Touch Panel System	SRF	\$ 200,000				
Auditorium Camera System	SRF		\$ 120,000			
Council Dais	SRF		\$ 25,000			
Cable TV 13 Editing & Playback Servers	SRF		\$ 50,000			
Media Lab Equipment	SRF			\$ 52,167		
Library						
Useful Hardware, Software, & Support	ERR			\$ 45,600		
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY			\$ 281,069	\$ 126,317	\$ 194,759	\$ -

Capital Improvement Program

Fiscal Years 2019-2023

STREETS AND SIDEWALKS		Priority	FY19	FY20	FY21	FY 22	FY 23
ADA Sidewalk Retrofit - Total FY19 Cost \$700,000							
City Sidewalks	GF	II	\$ 409,000				
CDBG	SRF	II	\$ 91,000				
SHA Sidewalks	GF	II	\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Bike Improvements	GF	III	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
Bus Shelter Improvements	GF	III	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000
Ethan Allen Gateway Streetscape - Total FY19 Cost \$1,256,162							
City Fund	Bond	II	\$ 562,412				
MD Bikeway	SRF	II	\$ 66,000				
TAP	SRF	II	\$ 627,750				
Flower Avenue Green Street Project - Total FY19 Cost \$5,020,205							
City Fund	Bond	II	\$ 875,176				
City Match	GF	II	\$ 353,742				
Montgomery County	SRF	II	\$ 200,000				
National Fish & Wildlife Federation Grant	SW	II	\$ 168,750				
SHA	GF	II	\$ 28,593				
TAP	SRF	II	\$ 1,040,331				
WSSC	SRF	II	\$ 2,522,363				
Neighborhood Commercial Center Improvements	GF	III		\$ 100,000		\$ 150,000	
New Hampshire Ave Bikeway Design - Total FY19 Cost \$300,000							
City Fund	GF	I	\$ 60,000	\$ 60,000			
Grant	SRF	I	\$ 240,000	\$ 240,000			
New Sidewalk Design/Construction & Traffic Calming	GF	II	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	IV	\$ 60,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 55,000
Street Light Upgrade	GF	III	\$ 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 Improvements - Total FY19 Cost \$350,000							
City Fund	GF	III		\$ 350,000	\$ 450,000	\$ 450,000	
Grant	SRF	III		\$ 200,000	\$ 200,000		
Open Space Management Plan Implementation	GF	IV	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
SUBTOTAL – STREET AND SIDEWALKS			\$ 8,375,117	\$2,565,000	\$2,280,000	\$ 2,230,000	\$ 1,135,000

Capital Improvement Program

Fiscal Years 2019-2023

PARKS		Priority	FY19	FY20	FY21	FY 22	FY 23
Spring Park Improvements – Basketball Court	GF	III	\$ 27,000				
SUBTOTAL - PARKS			\$ 27,000	\$ -	\$ -	\$ -	\$ -
FACILITIES		Priority	FY19	FY20	FY21	FY 22	FY 23
Community Center							
Atrium Floor Construction	FMR	I	\$ 325,000				
Chiller Water Pump	ERR	III	\$ 6,000				
HVAC Control System	ERR	III	\$ 25,000				
HCD Office Renovation	FMR	IV	\$ 10,000				
Install Duct Heater in Auditorium	FMR	IV	\$ 10,000				
Replace Carpet – Third Floor & Hydrangea Room	FMR	III	\$ 15,000				
Replace Council Conference Room Floor	FMR	III	\$ 8,000				
Replace Windows – Teen Room & Dance Room	FMR	III	\$ 20,000				
Pedestrian Bridge Refurbishment	FMR	II	\$ 30,000				
Rear Elevator Upgrade	ERR	II	\$ 216,733				
Epoxy Coat Walkway and LL Parking Area	FMR	III		\$ 10,000			
Lobby Doors	FMR	IV			\$ 11,000		
Police Department Construction	GF	II			\$ 1,250,000	\$ 1,250,000	
Heffner Community Center							
Install Exterior Foyer	FMR	IV	\$ 8,000				
Heffner Park Architectural Services for Facility Redesign	GF	IV			\$ 60,000		
Heffner Park Construction	GF	IV				\$ 150,000	
Library							
Library Detail Design, Relocation, & Construction	Bond	I	\$ 1,375,000	\$ 4,000,000	\$ 1,625,000		
Public Works							
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III		\$ 34,319			
Phase 2 Facility Design	GF	IV				\$ 100,000	
Phase 2 Construction	GF	IV					\$ 800,000
SUBTOTAL - FACILITIES			\$ 2,048,733	\$ 4,044,319	\$ 2,946,000	\$ 1,500,000	\$ 800,000

Capital Improvement Program Fiscal Years 2019-2023

STORMWATER MANAGEMENT		Priority	FY19	FY20	FY21	FY 22	FY 23
Devonshire & Glazewood Bio Retention Facility	SW	III	\$ 40,000				
Glenside and Anne St	SW	III	\$ 35,000				
Grant Ave and Holly Ave Bio Retention Facility	SW	III	\$ 30,000				
Jackson and Glenside Dr Bio Retention Facility	SW	III	\$ 35,000				
Takoma Branch Stream Restoration - Design	SW	III	\$ 102,456				
Takoma Branch Stream Restoration - Construction	SW	III		\$ 110,000	\$ 250,000		
Franklin Apt Bio-Swale	SW	III		\$ 85,000			
Parkview Towers Bio Retention Facility (Lincoln & Hancock Ave)	SW	III		\$ 55,000			
13 th and Hillwood Manor Playground	SW	III					\$ 55,000
Essex Parking Lot at Maple	SW	III					\$ 60,000
Glenside Dr and Carroll Ave	SW	III					\$ 40,000
Jefferson Ave Bio Retention Facility	SW	III					\$ 45,000
SUBTOTAL - FACILITIES			\$ 242,456	\$ 250,000	\$ 250,000	\$ -	\$ 200,000

		FY19	FY20	FY21	FY22	FY23
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 1,023,704	\$ 695,215	\$ 389,049	\$ 909,689	\$ 476,361
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 426,000	\$ 10,000	\$ 11,000	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 2,146,335	\$ 2,215,000	\$ 3,390,000	\$ 3,770,575	\$ 1,935,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 2,812,588	\$ 4,000,000	\$ 1,625,000	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 235,801	\$ 40,000	\$ 40,000	\$ 43,000	\$ 43,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 4,987,444	\$ 635,000	\$ 252,167	\$ -	\$ -
CIP Total Stormwater Fund	SW	\$ 411,206	\$ 250,000	\$ 250,000	\$ 263,766	\$ 200,000
CIP GRAND TOTAL		\$ 12,043,078	\$ 7,755,215	\$ 5,957,216	\$ 4,987,030	\$ 2,654,361

Legend

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

Priority Level

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



IN THIS SECTION:

- Debt Service Summary 176

Debt Service

Overview:

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

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, 2018 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	166,000	17,150	183,150
2024 – 2025	<u>347,000</u>	<u>19,210</u>	<u>366,210</u>
Total	<u>\$ 1,129,500</u>	<u>\$ 151,880</u>	<u>\$ 1,281,380</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, 2018 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	165,000	9,950	174,950
2020	<u>170,000</u>	<u>5,049</u>	<u>175,049</u>
Total	<u>\$ 335,000</u>	<u>\$ 14,999</u>	<u>\$ 349,999</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 2017 Series:

For the purpose of funding the Street Improvement projects, the City issued a Local Government Infrastructure Bond 2017 Series A-1 in the amount of \$2,000,000. The bond proceeds are used for the design and construction of the Ethan Allen Gateway Streetscape and Flower Ave Green Street projects. The principal and interest payments are calculated based on a 15-year payment schedule presented by DHCD. The incurred costs include \$7,458 fees and insurance and approximately \$50,000 cost of issuance. The final payment is due on June 30, 2032.

The annual installments for the repayment of the bonds as of July 1, 2018 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	117,000	49,292	166,292
2020	119,500	46,894	166,394
2021	122,000	44,444	166,444
2022	124,500	41,943	166,443
2023	127,000	39,391	166,391
2024-2032	<u>1,293,500</u>	<u>202,742</u>	<u>1,496,242</u>
Total	<u>\$ 1,903,500</u>	<u>\$ 424,706</u>	<u>\$ 2,328,206</u>

Debt Service

Library Bond 2017 Series:

In FY18, the City issued a 30-year Local Government Infrastructure Bond 2017 Series A-2 in the amount of \$7,000,000. The bond proceeds are used for the design and renovation of the Library Facility and can be used in the Community Center as well. The principal and interest payments are going to be repaid semi-annually each year based upon the payment schedule presented by DHCD. The bond setup costs include \$41,883 fees and insurance and approximately \$175,000 cost of issuance. The final payment is due on June 30, 2047.

The annual installments for the repayment of the bonds as of July 1, 2018 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	158,000	232,727	390,727
2020	158,000	229,488	387,488
2021	163,500	226,249	389,749
2022	166,500	222,898	389,398
2023	169,000	219,484	388,484
2024-2047	<u>6,056,000</u>	<u>3,273,302</u>	<u>9,329,302</u>
Total	<u>\$ 6,871,000</u>	<u>\$ 4,404,148</u>	<u>\$11,275,148</u>

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Stormwater Management Fund



THE CITY OF
TAKOMA PARK



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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 FY19, the rate is proposed to remain at \$92 per Equivalent Residential Unit (ERU).

Management Objectives:

- Provide video inspection and cleaning of 20 percent of the stormwater system on an annual basis.
- Maintain list of known system defect, schedule repair as funding and need allow.
- Plan and implement additions to the stormwater system to enhance 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 FY16	Actual FY17	Estimated FY18	Projected FY19
Number of stormwater permits issued	6	3	5	3
Number of stormwater concept plans reviewed	2	4	1	5
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	4,887	10,000	10,000	10,000
Linear feet of pipe cleaned	786	786	1,000	1,000
Linear feet of pipe replaced	0	150	150	400
Linear feet of new pipe	874	500	500	500
Number of inlets repaired	13	10	10	10
Number of new inlets constructed	2	3	3	3
Square feet of infiltration facilities constructed	3,334	2,500	1,500	5,000

Stormwater Management Fund

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	1.15	1.15	1.15
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	1.15	1.15	1.15

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coord.</i>	0.40	0.40
<i>Construction Manager</i>	0.25	0.25
<i>Fund Total FTEs</i>	1.15	1.15

<i>Fund Revenues</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Stormwater Management</i>	440,217	701,200	722,283	713,000
<i>National Fish & Wildlife</i>	-	113,750	-	168,750
<i>Fund Total</i>	440,217	814,950	722,283	881,750

<i>Fund Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Stormwater Management</i>	422,311	751,900	779,700	728,956
<i>National Fish & Wildlife</i>	-	113,750	-	168,750
<i>Fund Total</i>	422,311	865,650	779,700	897,706

<i>Fund Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	93,732	98,500	94,000	102,500
<i>Fringe Benefits</i>	39,453	42,800	43,000	44,500
<i>Overtime</i>	1,219	500	500	500
<i>Workers Compensation</i>	3,857	3,000	3,000	3,500
<i>Personnel Subtotal</i>	138,261	144,800	140,500	151,000
<i>Supplies</i>	122,461	149,000	151,100	154,000
<i>Services and Charges</i>	87,967	161,500	191,500	181,500
<i>Capital Outlay</i>	73,622	410,350	296,600	411,206
<i>Fund Total</i>	422,311	865,650	779,700	897,706

Stormwater Management Fund

Adopted to Estimated Actual FY18:

- *Expenditures are expected to be \$85,950 lower than budgeted.*
- *The variance is due to delay of the construction of the Flower Avenue Green Street project.*

FY19 Budget Highlights:

- *Fund expenditures are \$32,056 higher – an increase of 4 percent – compared to budgeted expenditures for FY18.*
- *The budgetary increase is due to increased personnel costs and increases in the cost of supplies and contractual services.*
- *FTEs remain unchanged.*
- *Approximately 17 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 17 percent of fund expenditures. Included are repairs for existing systems located at Birch and Barclay Avenues and Willow and Valley View, as well as miscellaneous repairs.*
- *Services and charges represent about 20 percent of expenditures and include illicit discharge monitoring, video inspection of a portion of the stormdrain system, pipe cleaning, water quality testing, and specialized engineering design services.*
- *Capital expenditures total about 45.8 percent of fund expenditures. Included in that amount is \$168,750 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 bioretention facilities at Devonshire Road and Glazewood Avenue, Grant Avenue and Holly Avenue, Glenside Drive and Anne Street and Glenside Drive and Jackson Avenue, and design development of the Takoma Branch Stream Restoration project.*

Special Revenue Funds



THE CITY OF
TAKOMA PARK



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Project Descriptions

General Government

Cable Equipment Grants

\$237,600

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.

Housing and Community Development

TKPK 5K Challenge

\$45,000

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

Public Works

Flower Avenue Green Street Improvements

\$3,762,694

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 FY19 coming from the Special Revenue Fund include the following:

\$1,040,331 from the Transportation Alternatives Program (TAP) grant

\$200,000 from Montgomery County

\$2,522,363 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

MEA Low/Mod Home Energy

\$25,000

The City received a grant in FY18 from the Maryland Energy Administration to assist with energy efficiency improvements in homes of residents with low or moderate incomes. Approximately 12 homes received upgrades in FY18 and 6 additional homes are projected to be upgraded in FY19.

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.

TAP - Ethan Allen Gateway Streetscape

\$627,750

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. Just over half of the project costs will be provided by the Federal Highway Administration's Transportation Alternative Program (TAP), administered by the Maryland State Highway Administration. The remainder of the funding will come from the Maryland Bikeways grant mentioned above and \$562,412 from the general fund. The project began in FY18 and will be completed in FY19.

Maryland Bikeways Grant – New Hampshire Avenue Bikeway

\$240,000

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

CDBG – Streetscape and ADA Improvements

\$91,000

Construction of eligible streetscape and ADA improvements in established low and moderate income neighborhoods. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42).

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Speed Camera Fund



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Speed Camera Fund Summary

Fund Overview:

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's safe speed program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's Speed Camera Program went into effect on April 1, 2009.

Fund Summary:

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>FTEs with benefits</i>	3.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	3.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY18</i>	<i>Proposed FY19</i>
<i>Police Sergeant</i>	1.00	1.00
<i>Police Officer</i>	1.00	1.00
<i>Photo Enforcement Analyst</i>	1.00	1.00
<i>Fund Total FTEs</i>	3.00	3.00

Speed Camera Fund Summary

<i>Fund Revenues</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Speed Camera Fund</i>	1,476,513	1,312,000	1,266,600	1,316,600
<i>Fund Total</i>	1,476,513	1,312,000	1,266,600	1,316,600

<i>Fund Expenditures</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Speed Camera Fund</i>	1,122,286	1,358,660	1,202,472	1,359,519
<i>Fund Total</i>	1,122,286	1,358,660	1,202,472	1,359,519

<i>Fund Expenditures by TYPE</i>	<i>Actual FY17</i>	<i>Adopted FY18</i>	<i>Estimated FY18</i>	<i>Proposed FY19</i>
<i>Wages</i>	207,390	212,000	195,000	225,000
<i>Fringe Benefits</i>	141,996	146,700	141,000	152,500
<i>Workers Compensation</i>	30,490	30,000	23,955	30,000
<i>Overtime</i>	40,116	35,000	31,000	35,000
<i>Clothing Allowance</i>	3,480	4,200	4,200	4,200
<i>Employee Recognition</i>	-	2,590	2,590	2,090
<i>Personnel Subtotal</i>	423,472	430,490	397,745	448,790
<i>Supplies</i>	333	500	500	500
<i>Services and Charges</i>	683,510	787,700	666,240	666,428
<i>Miscellaneous</i>	14,971	25,070	23,087	8,000
<i>Capital Outlay</i>	-	114,900	114,900	235,801
<i>Fund Total</i>	1,122,286	1,358,660	1,202,472	1,359,519

Speed Camera Fund Summary

Adopted to Estimated Actual FY18:

- *Fund expenditures are expected to be \$156,188 less than projected.*
- *This variance is attributable to a reduction in contract costs.*

FY19 Budget Highlights:

- *Fund expenditures are \$859 higher – an increase of 0.06 percent – compared to budgeted expenditures for FY18.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 33 percent of fund expenditures.*
- *Services and charges represent about 49 percent of fund expenditures. This category includes the cost of the City's contract with Conduent Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Miscellaneous costs represent about half of a 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 \$235,801 and represent about 17 percent of fund expenditures.*