



City of Takoma Park



Grant Avenue
Bioretention



Baltimore Avenue
Wet Pond



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

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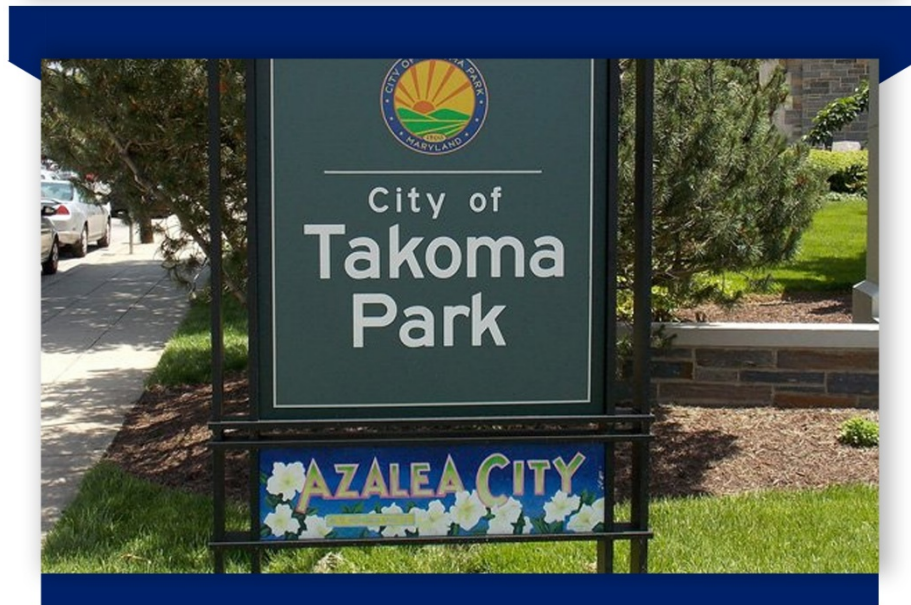
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City of Takoma Park

Introduction to the Budget Document



Welcome to the City of Takoma Park

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City of Takoma Park

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April 3, 2020

Honorable City Councilmembers and Residents,

With this letter, I submit for your review and consideration the Recommended Budget for the City of Takoma Park for Fiscal Year 2021 (FY21), which begins on July 1, 2020. The City's annual budget determines the manner in which services are delivered to the community and demonstrates how resources are planned to be used to achieve the priorities of the City Council. Consideration and adoption of the budget is one of the most important actions that the City Council takes each year.

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

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

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

Finance Director Susan Cheung and I have been carefully considering the City's financial strengths, areas of risk, and options to consider for the coming fiscal year and beyond. This information will be discussed in detail as we go through the budget consideration process with the City Council.

Because of years of careful financial stewardship, planning and the sources of City revenues, the City of Takoma Park is on solid financial footing right now. Revenues are likely to remain thin but stable for the next year or more. Significant impacts of a recession

from the pandemic will not immediately affect the bottom line of the City of Takoma Park because of the type and timing of the revenues the City receives.

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

Council Priorities

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

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

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

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

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

Planning work will continue to guide improvements to public spaces to emphasize bikeways, sidewalks and improved bus stops, and will provide guidelines for new development to meet high environmental sustainability standards. New development is essential to bring the long term economic stability the City needs, while providing new housing, jobs and services.

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

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

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

Staffing

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

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

Revenue

The revenue sources for the General Fund are primarily property tax, interjurisdictional revenues and income tax. These three categories comprise 92% of General Fund revenues. Fortunately for the City of Takoma Park, there is generally a lag before these revenue sources are impacted by a recession.

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

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

Proposed Property Tax Rate

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

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

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

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

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

Capital Projects and Purchases

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

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

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

A Fiscally Sustainable Government

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

A Wonderful, Professional City Staff

These are challenging times. I am fortunate to have remarkably skilled professional and front line staff working with me on behalf of the City of Takoma Park. Our police officers and public works staff are out in public every day to provide essential services during this

pandemic. Staff are working from their homes taking calls from residents, preparing grant proposals, and finding ways to put people back to work and keep businesses afloat.

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

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

The Budget Consideration Process

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

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

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

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

Sincerely,

Suzanne Ludlow

Suzanne Ludlow

Acknowledgements Section

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

Takoma Park City Council

Mayor Kate Stewart

Councilmember Peter Kovar, Ward One	Councilmember Terry J. Seamens, Ward Four
Councilmember Cindy Dyballa, Ward Two	Councilmember Jarrett Smith, Ward Five
Councilmember Kacy Kostiuk, Ward Three	Councilmember Talisha Searcy, Ward Six

City Manager

Suzanne R. Ludlow

Deputy City Manager

Jessica Clarke

Director of Finance

Susan Cheung

Senior Leadership

- | | |
|--|--|
| • Ellen Arnold-Robbins, Director of Library | • Gregory Clark, Director of Recreation |
| • Tracy Smith, Director of Human Resources | • Lars Desalvio, Information Systems Manager |
| • Daryl Braithwaite, Director of Public Works | • Antonio DeVaul, Chief of Police |
| • Jessie Carpenter, City Clerk | • Rosalind Grigsby, Community Development Manager for Planning |
| • Samira Cook Gaines, Community Development Manager for Economic Development | • Grayce Wiggins, Community Development Manager for Housing |

Budget Document Preparation

Ron Kawaley, Budget & Accounting Manager
Elizabeth Rey, Sr. Accounting Assistant
Donna Wright, Communications Specialist



2020 - CITY COUNCIL PRIORITIES



1. A Livable Community For All

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

2. Fiscally Sustainable Government

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

3. Environmentally Sustainable Community

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

4. Engaged, Responsive, Service-oriented Government

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

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

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



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

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

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

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

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

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

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



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Takoma Park
Maryland**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

General Information

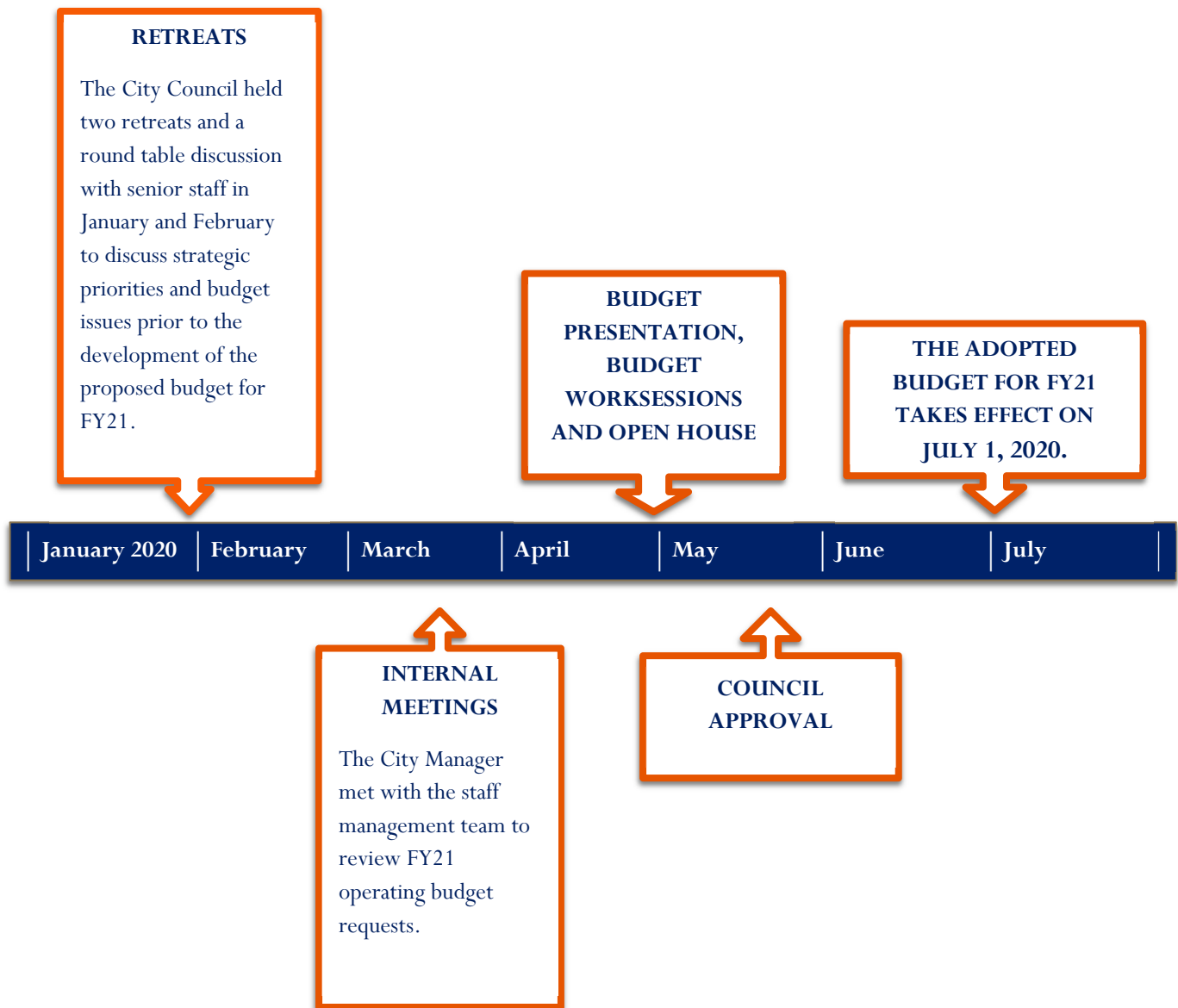
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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

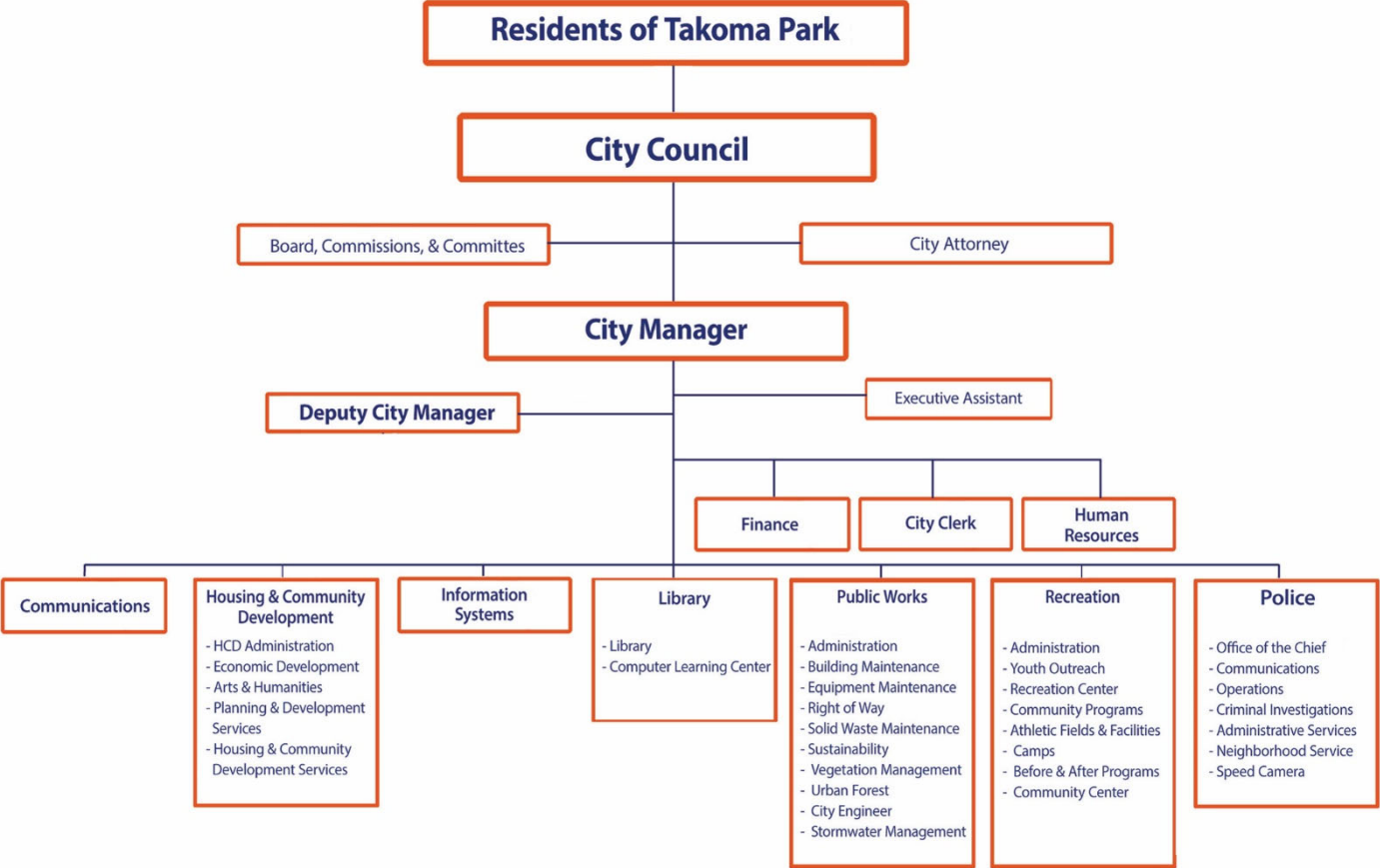
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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

Budget Development Process



Organization Chart



Budget at a Glance

- Total revenues (all funds) of \$30,264,740.
- Total expenditures (all funds) of \$36,432,396.
- Total General Fund revenues of \$26,974,294.
- Total General Fund expenditures of \$33,440,607.
- Assessable real property base (net) projected to increase by approximately \$49 million or 2.0 percent from FY20.
- Real property tax rate increases to \$0.555 per \$100 of assessed valuation. Real property tax revenues increase by \$804,143 compared to FY20 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County is at \$3,713,236 due to an adjustment increase of \$197,237.
- Staffing levels increase by 1.98 full-time equivalents. The net increase reflects the creation of a new IT position and adjustments in existing positions primarily part-time staff in the Police, Recreation, Housing and Communications Department.
- Anticipated General Fund expenditures of \$1.38 million for streets and sidewalks. General Fund expenditures also include city sidewalks (\$250,000), SHA sidewalks (\$250,000), new sidewalk design and traffic calming (\$100,000) and street rehabilitation (\$500,000). The FY21 cost of Library design and renovation is expected to be \$3.6 million and is funded by a \$7 million Library Bond.
- Continued funding (\$160,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$600,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including four police cars (\$232,000), a pick-up truck (\$41,500), mobile computers (\$50,000), field radio equipment (\$35,000) and license plate readers (\$26,800).
- No fund contribution will be made to the Facility Maintenance Reserve. Funds from the Facility Maintenance Reserve will be used to replace lobby door (\$11,000) of the Community Center.

- Financial support for the Takoma Park Independence Day Committee (\$20,000), the Community Festival (\$28,000), and \$120,000 for Community Grant programs.
- Continued financial support for emergency assistance services (\$40,000) to supplement donations from the public.
- Funding related to Council priorities such as Housing Reserve Fund (\$110,000), and Community Partnership Program (\$135,000).
- Expenditures of \$250,000 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, in Grant and Holly Avenue (\$30,000), Sligo Mill dead end erosion control (\$70,000) and construction of Takoma Branch Stream Restoration phase two (\$150,000).
- Funding in the amount of \$1,333,330 in Special Revenue Funds for special projects, including \$740,330 for the Flower Avenue Green Street Project, \$152,000 funding for the New Hampshire Avenue Bikeway, \$91,000 for CDBG Houston Court.
- Anticipated expenditure of \$51,000 from Speed Camera Fund revenues. Expenditures include purchase of camera trailer (\$33,000), and bike patrol unit equipment (\$18,000).
- Contribution of \$50,000 in excess of the actuarially recommended contribution amount for the Police Employees' Retirement Plan.
- Continued from the previous year, the FY21 budget document includes several changes from past budget documents to provide greater detail and specificity. In place of the "miscellaneous" category, separate accounts for conference and office expenditures have been created. Office expenditures include items such as meeting expenses, recycling supplies, non-cash recognitions, investment expenses, general contingency contribution, and bad debt expenses.

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Estimated FY20	Proposed FY21
General Government	17.50	17.25	16.75	17.75	17.75	18.25
Police	59.47	62.64	62.95	63.95	64.45	64.67
Public Works	35.85	35.85	36.10	36.10	36.10	36.50
Recreation	19.89	19.87	19.34	20.53	20.53	20.96
Housing and Community Development	9.83	8.51	8.38	9.50	10.13	10.63
Communications	5.62	5.75	5.75	5.75	5.50	5.83
Library	11.12	11.13	11.13	11.13	11.13	11.13
Stormwater Management	1.15	1.15	1.15	1.15	1.15	0.75
Special Revenue	-	-	-	-	-	-
Speed Camera	3.00	3.00	3.00	3.00	3.00	3.00
Total Full-Time Equivalents	163.23	165.15	164.55	168.86	169.74	171.72



City of Takoma Park



Community Center

Fund Summaries

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Financial Structure Overview

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

General Fund

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

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

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

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

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

Balanced Budget Requirements

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

Investment Policy

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

Capital Asset Policy

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

Annual Audit

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

Capital Improvement Program (CIP)

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

Debt Policy

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

Fund Balance

The stated goal of the Fund Balance Policy is to maintain unassigned fund balance at the minimum of two months of General Fund operating expenditures as required by Government Finance Officers Association (GFOA) standard. In May 2018, the City Council passed an ordinance to increase the unassigned reserve balance equivalent to 17% of the General Fund revenue. Fund balance represents the excess of assets minus liabilities. Fund balance is commonly referred to as the City's reserves and can also be thought of as the cumulative balance of revenues exceeding expenditures. The City has chosen to utilize the available unassigned fund balance to subsidize the operating budget.

Overview of Reserve Funds

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

Emergency Reserve

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

Equipment Replacement Reserve

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

Equipment Replacement Reserve (continued)

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

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

Facilities Maintenance Reserve

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

Overview of Reserve Funds

Housing Reserve

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

Restricted Bond Reserve

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

Combined Statement of Revenues, Expenditures, & Changes in Fund Balances - All Governmental Funds for Fiscal Year beginning July 1, 2020

	General <u>Fund</u>	Stormwater Management <u>Fund</u>	Special Revenue <u>Funds</u>	Speed Camera <u>Fund</u>	<u>Total</u>
FY 2021 Revenues	26,974,294	709,300	1,541,146	1,040,000	30,264,740
FY 2021 Expenditures	33,440,607	713,696	1,460,246	817,847	36,432,396
Excess (deficiency) of revenues over expenditure	(6,466,313)	(4,396)	80,900	222,153	(6,167,656)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	(6,466,313)	(4,396)	80,900	222,153	(6,167,656)
Fund Balance					
Beginning of year	16,923,191	166,067	3,400,962	559,290	21,049,510
End of year	10,456,878	161,671	3,481,862	781,443	14,881,854

General Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adopted FY20	Projected FY20	Proposed FY21
REVENUES						
Taxes and utility fees	16,357,517	16,511,119	17,485,510	17,466,116	17,751,102	18,743,833
Licenses and permits	69,718	107,513	84,908	76,804	87,604	83,604
Fines and forfeitures	372,451	253,980	195,802	220,000	220,000	220,000
Use of money and property	24,935	126,545	330,940	242,400	342,400	293,900
Charges for service	1,197,123	1,188,260	1,228,834	1,283,353	1,225,746	1,256,410
Intergovernmental	6,084,854	6,071,029	6,213,141	6,206,887	6,119,634	6,296,872
Miscellaneous	106,844	111,121	194,199	78,050	92,627	79,675
Total Revenues	24,213,442	24,369,567	25,733,334	25,573,610	25,839,113	26,974,294
EXPENDITURES						
General Government	2,873,202	2,905,388	3,056,001	3,348,472	3,237,784	3,853,158
Police	7,552,140	7,685,288	7,917,412	8,293,188	8,515,710	9,129,604
Public Works	4,580,093	4,738,309	5,073,497	5,325,239	5,369,439	5,618,621
Recreation	1,723,755	1,748,827	1,907,344	2,062,472	2,052,404	2,124,693
Housing and Community Development	1,257,609	1,329,781	1,454,808	1,922,428	1,959,112	2,084,624
Communications	489,911	512,517	507,869	543,612	540,751	641,008
Library	1,217,410	1,270,738	1,319,114	1,333,070	1,345,010	1,450,274
Non-Departmental	1,168,117	1,220,628	1,400,240	1,713,227	1,366,445	1,904,571
Capital Outlay	2,065,455	2,070,491	3,463,316	5,317,003	4,355,096	5,716,001
Debt Service	359,898	982,447	919,868	917,728	916,428	918,054
Total Expenditures	23,287,590	24,464,414	27,019,468	30,776,440	29,658,180	33,440,607
Excess (deficiency) of revenues over expenditure	925,852	(94,847)	(1,286,134)	(5,202,830)	(3,819,067)	(6,466,313)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	9,125,459	-	-	-	-
Operating transfers in (out)	(80,035)	(58,180)	(41,718)	-	-	-
Total Other Financing Sources (Uses)	(80,035)	9,067,279	(41,718)	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	845,817	8,972,432	(1,327,852)	(5,202,830)	(3,819,067)	(6,466,313)
FUND BALANCE						
Beginning of year	12,251,861	13,097,678	22,070,110	20,742,258	20,742,258	16,923,191
End of year	13,097,678	22,070,110	20,742,258	15,539,428	16,923,191	10,456,878

General Fund Fund Balance Projection Detail

	As Of			As Of			As Of
	<u>30-Jun-19</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-20</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-21</u>
Emergency Reserve	509,536	-	-	509,536	-	-	509,536
Equipment Replacement Reserve	3,927,428	650,000	790,716	3,786,712	600,000	624,001	3,762,711
WSSC Contribution for Future Street Work	97,497	-	-	97,497	-	-	97,497
Facility Maintenance Reserve	611,910	-	97,014	514,896	-	11,000	503,896
NonSpendable-Prepaid, Deposits, Inventory	3,137	12,308	11,616	3,829	12,000	11,000	4,829
Housing Reserve	878,294	210,000	30,000	1,058,294	110,000	210,000	958,294
Bond Reserve (Restricted)	7,776,707	-	1,404,650	6,372,057	-	3,600,000	2,772,057
Total Reserved/NonSpendable Fund Balance	13,804,509	872,308	2,333,996	12,342,821	722,000	4,456,001	8,608,820
Total Unassigned Fund Balance	6,937,749	-	2,357,379	4,580,370	-	2,732,312	1,848,058
Total Fund Balance	20,742,258			16,923,191			10,456,878

General Fund Revenues

<u>REVENUES BY SOURCE</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
Taxes and Utility Fees						
Real Property	11,998,604	12,094,212	12,621,745	13,128,511	13,150,000	13,932,654
Personal Property	410,678	404,640	445,678	100,000	300,000	300,000
RR and Public Utilities	221,706	230,185	242,116	242,134	242,000	242,000
Penalties and Interest	122,844	37,561	46,162	30,000	46,000	46,000
Admission and Amusement	136,238	127,029	138,280	130,000	138,000	138,300
Additions and Abatements	(49,620)	(46,782)	(15,833)	(48,000)	(18,500)	(18,500)
Highway	345,873	360,336	395,435	495,471	493,602	503,379
Income Tax	3,171,194	3,303,938	3,611,927	3,388,000	3,400,000	3,600,000
Total--Taxes and Utility Fees	16,357,517	16,511,119	17,485,510	17,466,116	17,751,102	18,743,833
Licenses and Permits	69,718	107,513	84,908	76,804	87,604	83,604
Fines and Forfeitures	372,451	253,980	195,802	220,000	220,000	220,000
Use of Money and Property	24,935	126,545	330,940	242,400	342,400	293,900
Charges for Services						
Inspection Fees	325,162	325,942	314,765	306,674	321,000	321,000
Public Parking Facilities	101,616	107,907	103,160	200,000	121,000	123,000
Waste Collection & Disposal Charges	61,827	64,592	62,643	65,000	47,000	48,000
Recreation Programs and Services	558,363	565,872	615,539	583,535	602,943	640,110
Library Fines and Fees	23,869	16,457	15,781	20,000	14,000	15,000
Passport Services	80,670	59,860	64,855	56,000	70,000	60,000
Copying	-	4,797	9,505	10,000	9,000	9,000
Telephone Commissions	26	18	7	20	-	-
Special Trash Pickup	9,425	10,467	12,005	9,500	10,000	10,000
Recyclable Sales	532	184	342	200	292	300
Mulch Sales	20,566	21,827	22,416	22,000	22,000	22,000
Advertising--Bus Shelters	9,347	4,617	1,992	4,600	2,600	2,100
Farmer's Market	5,720	5,720	5,824	5,824	5,911	5,900
Total--Charges for Services	1,197,123	1,188,260	1,228,834	1,283,353	1,225,746	1,256,410

General Fund Revenues

<u>REVENUES BY SOURCE</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
Intergovernmental Revenues						
Police Protection (State)	451,694	457,251	453,058	442,995	445,000	445,000
State & County Projects	46,059	10,595	93,540	86,491	-	-
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	166,169	168,704	186,058	188,329	188,329	185,973
Police Rebate	945,118	1,013,685	1,104,672	1,126,765	1,126,000	1,126,000
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,714,740
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	87,650	85,020	85,020	85,020	85,020	85,020
Hotel Motel Tax	133,500	121,430	117,251	120,000	118,000	118,000
Cable Franchise Fees	258,639	244,920	231,298	221,000	221,000	214,000
Cable--Operating	476,739	450,138	422,957	417,000	417,000	404,000
Total--Intergovernmental Revenues	6,084,854	6,071,029	6,213,141	6,206,886	6,119,635	6,296,872
Miscellaneous						
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	1,200	-	-	-	-	-
Other	30,666	17,002	23,441	27,875	23,000	23,000
Insurance Claims	(1,027)	20,787	7,918	2,500	15,952	3,000
Administrative Fees--Parking	5,663	3,625	2,305	4,000	2,000	2,000
Federal Grant	-	3,200	7,907	5,675	5,675	5,675
Sale of City Property	30,082	40,400	21,439	12,000	20,000	20,000
Donations	15,260	1,107	106,187	1,000	1,000	1,000
Total--Miscellaneous	106,844	111,121	194,198	78,050	92,627	79,675
Total General Fund Revenues	24,213,442	24,369,567	25,733,334	25,573,610	25,839,113	26,974,294

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
General Government						
1100 - Legislative						
Personnel Expenses	103,572	109,428	112,316	114,000	114,000	232,000
Other Operating Expenses	68,269	90,129	100,266	97,558	79,100	138,419
Division Total	171,841	199,557	212,582	211,558	193,100	370,419
1120 – City Administration						
Personnel Expenses	534,077	529,662	547,948	565,890	525,890	553,500
Other Operating Expenses	105,461	94,274	142,626	101,368	103,197	185,050
Division Total	639,538	623,936	690,574	667,258	629,087	738,550
1130 – Finance						
Personnel Expenses	501,186	516,013	544,839	602,280	602,280	645,731
Other Operating Expenses	92,131	73,979	85,280	99,900	90,200	96,632
Division Total	593,317	589,992	630,119	702,180	692,480	742,363
1140 – Legal						
Personnel Expenses	-	-	-	-	-	-
Other Operating Expenses	260,233	212,731	235,046	233,700	228,700	236,200
Division Total	260,233	212,731	235,046	233,700	228,700	236,200
1150 – Information System						
Personnel Expenses	351,248	376,275	406,041	444,620	430,352	527,512
Other Operating Expenses	255,811	220,060	191,743	233,956	230,647	281,388
Division Total	607,059	596,335	597,784	678,576	660,999	808,900
1160 – Human Resources						
Personnel Expenses	277,403	310,565	355,441	391,120	397,787	385,190
Other Operating Expenses	36,641	83,047	76,583	140,950	138,089	207,300
Division Total	314,044	393,612	432,024	532,070	535,876	592,490
1170 – City Clerk						
Personnel Expenses	260,774	269,223	235,666	299,090	274,590	340,674
Other Operating Expenses	26,396	20,002	22,203	24,040	22,952	23,562
Division Total	287,170	289,225	257,869	323,130	297,542	364,236
Total General Government	2,873,202	2,905,387	3,055,998	3,348,472	3,237,784	3,853,158

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	<u>Audited FY17</u>	<u>Audited FY18</u>	<u>Audited FY19</u>	<u>Adopted FY20</u>	<u>Estimated FY20</u>	<u>Proposed FY21</u>
Police						
2100 – Office of Chief						
Personnel Expenses	400,677	299,351	524,889	641,120	644,292	684,209
Other Operating Expenses	314,989	268,516	296,423	259,367	276,930	395,286
Division Total	715,666	567,867	821,312	900,487	921,222	1,079,495
2200 – Communications						
Personnel Expenses	524,096	432,884	515,982	575,570	583,745	589,625
Other Operating Expenses	21,980	38,841	23,485	33,000	33,000	33,140
Division Total	546,076	471,725	539,467	608,570	616,745	622,765
2300 – Operations/Patrol						
Personnel Expenses	3,515,466	3,741,419	3,637,521	3,922,830	4,048,853	4,033,000
Other Operating Expenses	123,530	179,374	128,824	145,808	149,797	161,860
Division Total	3,638,996	3,920,793	3,766,345	4,068,638	4,198,650	4,194,860
2400 – CID Investigations						
Personnel Expenses	1,525,514	1,550,660	1,392,511	981,300	1,210,060	1,693,120
Other Operating Expenses	40,317	49,284	49,413	72,250	56,255	64,160
Division Total	1,565,831	1,599,944	1,441,924	1,053,550	1,266,315	1,757,280
2500 – Administration						
Personnel Expenses	675,695	691,648	837,594	1,031,299	913,849	764,326
Other Operating Expenses	85,242	107,090	113,240	108,594	113,973	133,270
Division Total	760,937	798,738	950,834	1,139,893	1,027,822	897,596
2600 – Neighborhood Services						
Personnel Expenses	309,512	312,900	364,032	411,550	420,456	463,481
Other Operating Expenses	15,122	13,321	55,869	110,500	64,500	114,128
Division Total	324,634	326,221	419,901	522,050	484,956	577,609
Total Police	7,552,140	7,685,288	7,939,783	8,293,188	8,515,710	9,129,605
Public Works						
3100 – Administration						
Personnel Expenses	375,022	378,440	412,459	251,160	251,160	420,758
Other Operating Expenses	124,577	122,814	199,411	66,600	64,278	52,042
Division Total	499,599	501,254	611,870	317,760	315,438	472,800

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
3200 – Building Maintenance						
Personnel Expenses	423,822	452,857	467,972	487,330	461,705	506,877
Other Operating Expenses	403,286	382,419	420,067	388,900	442,678	495,500
Division Total	827,108	835,276	888,039	876,230	904,383	1,002,377
3300 – Equipment Maintenance						
Personnel Expenses	273,371	285,162	307,736	314,840	315,960	295,434
Other Operating Expenses	214,967	188,226	223,068	214,515	203,600	218,620
Division Total	488,338	473,388	530,804	529,355	519,560	514,054
3400 – Right of Way						
Personnel Expenses	643,932	660,387	724,561	656,060	656,190	699,100
Other Operating Expenses	352,645	409,179	411,183	306,272	468,415	274,290
Division Total	996,577	1,069,566	1,135,744	962,332	1,124,605	973,390
3500 – Solid Waste						
Personnel Expenses	713,057	733,411	746,586	748,935	826,075	803,223
Other Operating Expenses	277,072	319,728	345,372	361,959	396,900	406,824
Division Total	990,129	1,053,139	1,091,958	1,110,894	1,222,975	1,210,047
3600 – Sustainability						
Personnel Expenses	-	-	-	164,060	160,060	194,264
Other Operating Expenses	-	-	3,374	324,070	199,075	213,075
Division Total	-	-	3,374	488,130	359,135	407,339
3700 – Vegetation Management						
Personnel Expenses	261,666	233,193	194,594	397,240	316,745	395,296
Other Operating Expenses	30,820	25,173	24,723	29,000	27,200	29,600
Division Total	292,486	258,366	219,317	426,240	343,945	424,896
3800 – Urban Forest						
Personnel Expenses	52,779	112,083	120,469	117,480	106,086	125,150
Other Operating Expenses	153,553	108,665	144,383	167,850	176,350	198,850
Division Total	206,332	220,748	264,852	285,330	282,436	324,000

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
3900 – City Engineer						
Personnel Expenses	203,995	206,808	214,740	228,018	195,885	167,718
Other Operating Expenses	75,529	119,764	111,976	100,950	101,077	122,000
Division Total	279,524	326,572	326,716	328,968	296,962	289,718
Total Public Works	4,580,093	4,738,309	5,072,674	5,325,239	5,369,439	5,618,621
Recreation						
4100 – Administration						
Personnel Expenses	252,235	276,351	460,317	474,120	474,120	438,568
Other Operating Expenses	159,541	70,438	81,015	104,353	96,138	92,500
Division Total	411,776	346,789	541,332	578,473	570,258	531,068
4200 – Youth Outreach						
Personnel Expenses	855	28,395	201,556	239,420	239,420	248,401
Other Operating Expenses	-	1,076	52,419	60,000	59,783	62,600
Division Total	855	29,471	253,975	299,420	299,203	311,001
4300 – Recreation Center						
Personnel Expenses	180,935	210,948	150,289	152,204	152,594	173,278
Other Operating Expenses	30,654	39,955	33,216	39,700	39,699	42,000
Division Total	211,589	250,903	183,505	191,904	192,293	215,278
4400 – Community Programs						
Personnel Expenses	121,730	118,292	154,737	173,860	173,860	178,654
Other Operating Expenses	65,054	65,025	60,299	71,675	70,305	75,925
Division Total	186,784	183,317	215,036	245,535	244,165	254,579
4500 – Facilities and Athletic Fields						
Personnel Expenses	10,489	14,764	-	-	-	-
Other Operating Expenses	51,688	46,033	82,180	77,700	77,675	84,700
Division Total	62,177	60,797	82,180	77,700	77,675	84,700
4600 – Camps						
Personnel Expenses	85,170	76,451	67,290	78,530	78,530	84,385
Other Operating Expenses	40,859	40,285	58,018	53,100	53,075	57,420
Division Total	126,029	116,736	125,308	131,630	131,605	141,805

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
4700 – Before/After School Program						
Personnel Expenses	100,002	91,854	106,204	114,200	114,200	124,219
Other Operating Expenses	9,941	7,107	7,807	8,350	8,439	9,350
Division Total	109,943	98,961	114,011	122,550	122,639	133,569
4800 – Community Center						
Personnel Expenses	493,415	528,204	282,861	282,860	282,890	323,293
Other Operating Expenses	121,188	133,649	109,134	132,400	131,676	129,400
Division Total	614,603	661,853	391,995	415,260	414,566	452,693
Total Recreation	1,723,755	1,748,827	1,907,342	2,062,472	2,052,404	2,124,693
5400 – Planning and Development Services						
Personnel Expenses	231,610	236,749	274,595	311,150	357,650	362,877
Other Operating Expenses	112,837	174,493	59,438	98,340	96,340	84,000
Division Total	344,447	411,242	334,033	409,490	453,990	446,877
5500 – HCD Administration						
Personnel Expenses	240,920	271,859	257,572	117,000	152,560	293,109
Other Operating Expenses	40,823	35,871	41,551	66,880	32,202	43,112
Division Total	281,743	307,730	299,123	183,880	184,762	336,221

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited FY17	Audited FY18	Audited FY19	Adopted FY20	Estimated FY20	Proposed FY21
5600 – Economic Development						
Personnel Expenses	-	-	58,857	177,160	177,335	179,440
Other Operating Expenses	-	-	82,962	228,855	228,855	144,600
Division Total	-	-	141,819	406,015	406,190	324,040
5700 – Arts and Humanities						
Personnel Expenses	-	-	1,254	70,890	72,390	77,217
Other Operating Expenses	-	-	41	17,470	12,470	14,450
Division Total	-	-	1,295	88,360	84,860	91,667
5800 – Housing and Community Services						
Personnel Expenses	342,121	318,867	374,779	479,480	484,480	500,716
Other Operating Expenses	289,298	291,942	304,360	355,203	344,830	385,103
Division Total	631,419	610,809	679,139	834,683	829,310	885,819
Total Housing and Community Development	1,257,609	1,329,781	1,455,409	1,922,428	1,959,112	2,084,624
Communications/Media						
6000 – Communications/ Media						
Personnel Expenses	347,668	385,329	381,297	404,420	404,510	488,229
Other Operating Expenses	142,243	127,188	126,572	139,192	136,241	152,779
Division Total	489,911	512,517	507,869	543,612	540,751	641,008
Total Communications/Media	489,911	512,517	507,869	543,612	540,751	641,008
Library						
7000 – Library						
Personnel Expenses	961,787	1,002,972	1,045,143	1,066,480	1,082,630	1,156,157
Other Operating Expenses	160,420	170,640	171,247	162,840	159,290	182,780
Division Total	1,122,207	1,173,612	1,216,390	1,229,320	1,241,920	1,338,937
7200 – Computer Center						
Personnel Expenses	91,743	95,325	98,450	98,290	98,490	106,037
Other Operating Expenses	3,460	1,801	4,273	5,460	4,600	5,300
Division Total	95,203	97,126	102,723	103,750	103,090	111,337
Total Library	1,217,410	1,270,738	1,319,113	1,333,070	1,345,010	1,450,274
Departmental Total	19,694,120	20,190,847	21,258,188	22,828,481	23,020,210	24,901,983

General Fund Expenditures

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY17</u>	Audited <u>FY18</u>	Audited <u>FY19</u>	Adopted <u>FY20</u>	Estimated <u>FY20</u>	Proposed <u>FY21</u>
Non-Departmental						
Workers Compensation	689,084	544,349	593,435	595,000	595,000	684,000
Other Fringe Benefits	33,452	57,021	51,795	75,875	75,875	86,500
Recognition Non-Cash	21,910	15,413	19,758	15,000	15,000	15,000
Safety and Wellness	-	1,172	2,460	3,000	1,000	3,000
Training	7,297	4,477	5,703	6,000	3,000	10,000
Tuition Reimbursement	25,742	29,659	10,461	15,000	5,000	10,000
Litigation Hearing		2,500	1,200	1,200	1,200	2,000
Emergency Supplies	2,317	-	615	20,000	8,170	-
General Insurance	141,050	119,114	131,273	148,500	142,900	161,200
General Contingency	-	-	-	127,868	-	134,871
Community Festivals	7,500	17,867	19,340	27,500	27,500	28,000
Fourth of July Expenses	8,500	25,000	-	13,000	19,000	20,000
Provision for Allowance	-	-	17,270	19,000	29,000	10,000
Bad Debt Expense	-	-	227,523	-	-	-
Art Commission	16,571	10,926	10,033	-	-	-
Grants	62,521	157,345	69,306	151,784	151,800	185,000
Partnership Program	5,000	83,531	103,114	110,000	110,000	135,000
Housing Fund Expenditures	-	20,000	10,000	210,000	30,000	210,000
Supplemental Tax Rebate Program	-	-	-	22,500	-	50,000
Tax Rebate Program	147,172	132,253	127,185	152,000	152,000	160,000
Total Non-Departmental	1,168,117	1,220,628	1,400,471	1,713,227	1,366,445	1,904,571
Capital Outlay	2,065,455	2,070,491	3,440,941	5,317,004	4,355,097	5,716,001
Debt Service	359,898	982,447	919,868	917,728	916,428	918,052
Transfer to SRF	80,034	58,180	-	-	-	-
General Fund Total Expenditures	23,367,624	24,522,594	27,019,468	30,776,440	29,658,180	33,440,607

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

Stormwater Management Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adopted FY20	Estimated FY20	Proposed FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	725	3,050	1,000	2,000	2,900	2,900
Fines and forfeitures						
Use of money and property						
Charges for service	418,071	712,395	707,484	710,000	705,000	705,000
Intergovernmental	-	-	168,750		-	-
Miscellaneous	21,421	14,659	3,053	1,000	1,400	1,400
Total Revenues	440,217	730,104	880,287	713,000	709,300	709,300
EXPENDITURES						
Public Works	348,689	449,459	434,500	581,712	552,092	463,696
Capital outlay	73,622	272,918	362,688	273,166	273,000	250,000
Total Expenditures	422,311	722,377	797,188	854,878	825,092	713,696
Excess (deficiency) of revenues						
over expenditures	17,906	7,727	83,099	(141,878)	(115,792)	(4,396)
OTHER FINANCING SOURCES (USES)						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and						
other financing sources over expenditures						
and other financing uses	17,906	7,727	83,099	(141,878)	(115,792)	(4,396)
FUND BALANCE						
Beginning of year	173,127	191,033	198,760	281,859	281,859	166,067
End of year	191,033	198,760	281,859	139,981	166,067	161,671

Note: Beginning Fiscal Year 2019, the stormwater fee increased from \$55 to \$92 due to the increase of project costs

Special Revenue Funds Summary

	Audited FY17	Audited FY18	Audited FY19	Adopted FY20	Estimated FY20	Proposed FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	769,233	969,584	1,858,000	4,820,940	4,022,135	1,495,146
Miscellaneous	35,626	32,915	38,633	45,000	53,600	46,000
Total Revenues	804,859	1,002,499	1,896,633	4,865,940	4,075,735	1,541,146
EXPENDITURES						
General Government	198,754	327,724	75,664	-	6,750	1,000
Police	-	-	-	-	205	-
Public Works	55,625	1,128	-	-	-	-
Housing and Community Development	82,169	121,089	503,618	400,326	353,826	309,816
Recreation	146	-	-	-	-	-
Capital outlay	518,884	925,914	1,013,561	4,802,174	3,738,869	1,149,430
Total Expenditures	855,578	1,375,855	1,592,843	5,202,500	4,099,650	1,460,246
Excess (deficiency) of revenues over expenditures	(50,719)	(373,356)	303,790	(336,560)	(23,915)	80,900
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	80,035	58,180	41,718	-	-	-
Total Other Financing Sources (Uses)	80,035	58,180	41,718	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	29,316	(315,176)	345,508	(336,560)	(23,915)	80,900
FUND BALANCE						
Beginning of year	3,365,229	3,394,545	3,079,369	3,424,877	3,424,877	3,400,962
End of year	3,394,545	3,079,369	3,424,877	3,088,317	3,400,962	3,481,862

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

Speed Camera Fund Summary

	Audited FY17	Audited FY18	Audited FY19	Adopted FY20	Estimated FY20	Proposed FY21
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,463,521	1,227,061	991,915	1,250,000	927,862	1,000,000
Use of money and property	12,992	17,933	34,344	28,000	40,000	40,000
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,476,513	1,244,994	1,026,259	1,278,000	967,862	1,040,000
EXPENDITURES						
Police	1,122,286	1,114,353	1,025,598	1,070,018	869,736	766,847
Capital Outlay	-	74,415	267,278	83,000	83,000	51,000
Total Expenditures	1,122,286	1,188,768	1,292,876	1,153,018	952,736	817,847
Excess (deficiency) of revenues						
over expenditures	354,227	56,226	(266,617)	124,982	15,126	222,153
OTHER FINANCING SOURCES (USES)						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and						
other financing sources over						
expenditures and other financing uses	354,227	56,226	(266,617)	124,982	15,126	222,153
FUND BALANCE						
Beginning of year	400,328	754,555	810,781	544,164	544,164	559,290
End of year	754,555	810,781	544,164	669,146	559,290	781,443

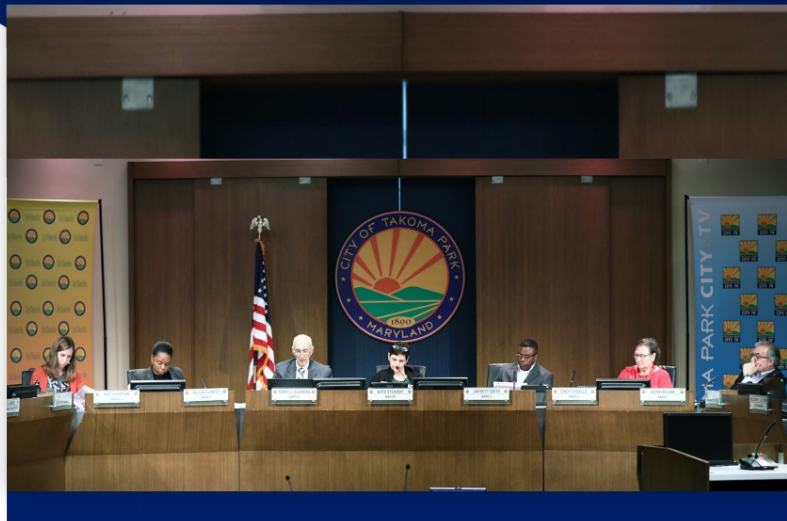
Note: Fund Balance is restricted for Public Safety Purposes, including Police Equipment in the Capital Improvement Plan designated as funded by the Speed Camera Fund.

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City of Takoma Park



City Council Meeting

General Government

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Department Summary

Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>General Management</i>	3.00	3.00	3.00
<i>Finance</i>	5.50	5.50	5.50
<i>Information Systems</i>	3.50	3.50	4.00
<i>Human Resources</i>	3.00	3.00	3.00
<i>City Clerk</i>	2.75	2.75	2.75
<i>Department Total FTEs</i>	17.75	17.75	18.25

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Passport Service</i>	64,855	56,000	70,000	60,000
<i>Investment Earnings</i>	330,940	242,400	342,400	293,900
<i>Subtotal</i>	395,795	298,400	412,400	353,900
<i>General Fund</i>	2,660,203	3,050,072	2,825,384	3,499,258
<i>Department Total</i>	3,055,998	3,348,472	3,237,784	3,853,158

Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	1,586,719	1,750,500	1,613,558	1,935,606
<i>Fringe Benefits</i>	583,669	634,500	634,500	724,000
<i>Overtime</i>	18,482	13,800	14,300	15,500
<i>Employee Recognition</i>	3,585	3,600	3,540	4,500
<i>Contractual Labor</i>	9,795	14,600	69,000	5,000
<i>Personnel Subtotal</i>	2,202,250	2,417,000	2,344,898	2,684,606
<i>Supplies</i>	11,213	10,250	10,500	11,500
<i>Computer Expenditures</i>	16,064	15,000	15,200	17,200
<i>Services and Charges</i>	635,095	677,164	657,263	803,207
<i>Communications</i>	24,021	21,668	18,554	18,080
<i>Office Expenditures</i>	18,357	26,050	16,800	23,100
<i>Conferences, Training, & Dues</i>	108,021	126,340	120,069	128,790
<i>Recruitment</i>	34,253	47,500	47,500	100,000
<i>Special Events & Programs</i>	6,724	7,500	7,000	66,675
<i>Operating Exp Subtotal</i>	853,748	931,472	892,886	1,168,552
<i>Department Total</i>	3,055,998	3,348,472	3,237,784	3,853,158

<i>Dept. Expenditures by Division</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Legislative</i>	212,582	211,558	193,100	370,419
<i>General Management</i>	690,574	667,258	629,087	738,550
<i>Finance</i>	630,119	702,180	692,480	742,363
<i>Legal Services</i>	235,046	233,700	228,700	236,200
<i>Information Systems</i>	597,784	678,576	660,999	808,901
<i>Human Resources</i>	432,024	532,070	535,876	592,490
<i>City Clerk</i>	257,868	323,130	297,542	364,236
<i>Department Total</i>	3,055,998	3,348,472	3,237,784	3,853,158

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$110,688 less than budget.*
- *The variance is primarily attributable to position vacancies for a portion of the year and lower than anticipated costs for contracted legal services.*

FY21 Budget Highlights:

- *Departmental expenditures are \$504,686 higher – an increase of 15.1 percent- compared to budgeted expenditures for FY20. We anticipate increases in personnel related expenditures, as well as operating expenditures, primarily funds for the services and contracts.*
- *Approximately 69.7 percent of departmental expenditures are personnel related, a 11.1 percent increase over FY20.*
- *Approximately 20.8 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, payments to the County for billing services, legislative advocacy services, and City-wide technology licenses.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 1.8 percent of department expenditures.*
- *Approximately 3.3 percent of department expenditures are budgeted for association dues, conferences, and training.*

Division Purpose:

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

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Legislative</i>	212,582	211,558	193,100	370,419
<i>Division Total</i>	212,582	211,558	193,100	370,419

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	81,288	83,500	83,500	162,000
<i>Fringe Benefits</i>	31,027	30,500	30,500	70,000
<i>Personnel Subtotal</i>	112,316	114,000	114,000	232,000
<i>Supplies</i>	49	-	-	-
<i>Services and Charges</i>	57,527	50,700	35,100	36,250
<i>Communications</i>	3,811	4,598	3,500	4,944
<i>Office Expenditures</i>	3,078	3,000	3,000	2,850
<i>Conferences, Training, & Dues</i>	29,077	31,760	30,500	27,700
<i>Special Events & Programs</i>	6,724	7,500	7,000	66,675
<i>Operating Exp Subtotal</i>	100,267	97,558	79,100	138,419
<i>Division Total</i>	212,582	211,558	193,100	370,419

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$158,861 higher — an increase of 75.1 percent — compared to budgeted expenditures for FY20.*
- *Approximately 62.6 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count. At the time of preparation of the proposed budget, the recommendations of the Council Compensation Task Force are pending. An increase in salary and fringe benefits is included in the budget to accommodate a substantial increase. Any change adopted by the Council would take effect for the Council to be elected in November 2020.*
- *Services and charges account for about 9.8 percent of the division budget. This category includes \$30,900 for State legislative advocacy, \$5,000 for scholarships for Montgomery College students, and \$350 to reimburse Councilmembers for transportation to Annapolis, Rockville, and other local destinations for City business.*
- *Communications expenditures comprise 1.3 percent of the Legislative Division budget. This includes \$4,994 for City-issued cell phones and related charges.*
- *The Office Expenditures category accounts for less than one percent of the division budget. It includes \$2,850 for miscellaneous expenses, such as donations and sponsorships.*
- *Approximately 7.5 percent of the division budget is for association dues and conference attendance. Dues are for the National League of Cities (\$2,000), Government Alliance for Race Equity (\$1,000), Mayors Innovation Project (\$1,200). Conferences budgeted for include the Maryland Municipal League Summer and Fall Conferences, the National League of Cities Congressional Cities Conference, City Summit, and Summer Leadership Conference, and the Maryland Mayors' Association (\$23,000).*
- *Special Events and Programs account for 18 percent of the legislative budget. This category includes \$4,350 for City Council meeting expenses and awards/recognitions, \$4,950 for City committee related expenses, and \$57,375 for the November 2020 City Election.*

Division Purpose:

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

Management Objectives:

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

General Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>City Manager</i>	1.00	1.00
<i>Deputy City Manager</i>	1.00	1.00
<i>Executive Assistant</i>	1.00	-
<i>Assistant to the Manager</i>	-	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>General Management</i>	690,574	667,258	629,087	738,550
<i>Division Total</i>	690,574	667,258	629,087	738,550

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	413,631	430,000	390,000	426,000
<i>Fringe Benefits</i>	134,012	133,000	133,000	125,000
<i>Overtime</i>	215	300	300	2,500
<i>Employee Recognition</i>	90	2,590	2,590	-
<i>Personnel Subtotal</i>	547,948	565,890	525,890	553,500
<i>Supplies</i>	2,679	3,750	2,500	4,000
<i>Computer Expenditures</i>	9	2,000	2,200	2,400
<i>Services and Charges</i>	71,511	14,574	16,793	99,306
<i>Communications</i>	3,053	5,844	5,844	1,584
<i>Office Expenditures</i>	13,015	12,000	12,000	12,000
<i>Conferences, Training, & Dues</i>	52,360	63,200	63,860	65,760
<i>Operating Exp Subtotal</i>	142,626	101,368	103,197	185,050
<i>Division Total</i>	690,574	667,258	629,087	738,550

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$38,171 less than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$71,292 higher – an increase of 10.7 percent – compared to budgeted expenditures for FY20. This increase is primarily because \$60,000 budgeted for a contracted community survey and focus groups and other contract costs totaling \$20,000.*
- *Approximately 74.9 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 2.7 percent of division expenditures.*
- *Services and charges account for 13.4 percent of division expenditures. This category includes items such as copying and printing costs and contractual services. The budget for FY20 is lower than last year due to completion of the resident survey.*
- *Approximately 8.9 percent of division expenditures are for association dues, conferences, and training. Association dues account for \$55,900 of the \$65,760 budgeted, and include the Maryland Municipal League and the Washington Metropolitan Council of Governments (MWCOC). Annual dues for the MWCOC is increased to \$25,500, as member organizations have agreed to contribute to a new regional public safety fund that was previously funded through federal grants.*

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.*
- *Obtain Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States.*
- *Ensure timely, accurate, and equitable collection of all revenues due to the City.*
- *Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations to advance the Council's interests in fiscal prudence.*
- *Complete the upgrade to the City's financial systems with implementation of credit card program to align with Tyler Technologies software upgrade in FY20 while continuing to maintain daily operations.*
- *Work with Investment Consultant to increase City's Socially Responsible Investment portfolio.*
- *Transition to paperless storage of Accounts Payable and General Ledger financial documents in the imaging system of City's financial software.*

Performance/Workload Measures:

	Actual	Estimated	Projected
Measurement	FY19	FY20	FY21
Unmodified audit opinion	Yes	Yes	Yes
Number of Audit Findings	None	None	None
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Distinguished Budget Presentation Award*	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	92%	92%	92%
Number of payroll checks and direct deposits	5,605	5,605	5,606
Number of accounts payable checks issued	3,412	3,200	3,117
Number of rental license bills issued	612	650	655

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Director of Finance</i>	1.00	1.00
<i>Budget & Accounting Manager</i>	-	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Payroll & Accounting Specialist</i>	-	1.00
<i>Senior Accounting Assistant</i>	2.00	1.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Budget Specialist</i>	1.00	-
<i>Division Total FTEs</i>	5.50	5.50

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Finance</i>	630,119	702,180	692,480	742,363
<i>Division Total</i>	630,119	702,180	692,480	742,363

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	375,270	417,500	403,100	447,731
<i>Fringe Benefits</i>	150,841	167,000	167,000	189,000
<i>Overtime</i>	8,754	2,500	2,500	1,500
<i>Contractual Labor</i>	9,795	14,600	29,000	5,000
<i>Employee Recognition</i>	180	680	680	2,500
<i>Personnel Subtotal</i>	544,839	602,280	602,280	645,731
<i>Supplies</i>	3,596	2,000	2,000	2,000
<i>Computer Expenditures</i>	4,736	-	-	-
<i>Services and Charges</i>	71,204	77,150	75,550	76,048
<i>Communications</i>	1,866	2,550	1,950	2,184
<i>Office Expenditures</i>	825	8,300	800	6,000
<i>Conferences, Training, & Dues</i>	3,053	9,900	9,900	10,400
<i>Operating Exp Subtotal</i>	85,279	99,900	90,200	96,632
<i>Division Total</i>	630,119	702,180	692,480	742,363

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$9,700 less than budget.*
- *The variance is attributable to a reduction in services and charges. There is a cost savings of \$7,500 in investment expenses as we have not yet contractually engaged a consultant for our socially responsible investment work.*

FY21 Budget Highlights:

- *Division expenditures are \$40,183 higher – an increase of 5.7 percent – compared to budgeted expenditures for FY20. The variance is attributable to the increase in personnel costs due to the position changed from Budget Specialist to Budget and Accounting Manager. Additional funds are provided for conferences and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 87 percent of division expenditures are personnel related.*
- *Supplies account for 0.3 percent of the division budget. The category includes tax forms and stationery.*
- *Services and charges account for 10.2 percent of the division budget. The contract charges include Montgomery County property tax and stormwater billing (\$17,000), Independent auditing fee (\$36,600), CAFR preparation and reporting fee (\$9,700) and meter coin processing fee (\$3,500).*
- *Communications account for 0.3 percent of the division budget. The charges include telephone (\$1,620) and cell phone (\$564).*
- *Conferences, training, and dues account for 1.4 percent of the division budget. They include professional membership fees (\$400), conferences (\$6,000) and local training (\$4,000).*

Division Purpose:

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

Management Objectives:

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

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Legal</i>	235,046	233,700	228,700	236,200
<i>Division Total</i>	235,046	233,700	228,700	236,200

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

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Overall division expenditures for FY21 are expected to be around 1 percent higher than budgeted in FY20.*
- *In December 2020, the City entered into a five-year contract for general legal services (City Attorney) with the firm of Karpinski, Colaresi & Karp, P.A. The budget for these services is \$180,000.*
- *The City Attorney is not reflected in the City's FTE count.*
- *During the transition to the new City Attorney, the firm of Kollman & Saucier, P.A. will continue to serve as specialized counsel for employment and labor matters in FY21. The budget for these services is \$39,000.*
- *The budget includes \$15,000 for miscellaneous specialized legal services which may include areas of law such as cable franchises and telecommunications, or support for coordinated legal efforts with other jurisdictions.*
- *The legal services budget has typically included support for certain association dues and conferences expenses for the City Attorney. In FY21, \$2,200 is budgeted for this purpose.*

Division Purpose:

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

Management Objectives:

- *Ensure that network infrastructure and equipment is maintained and serviced using best practices to provide maximum up-time. Maintain backups of critical software and data.*
- *Maintain the City's disaster recovery plan and respond to current and emerging threats to ensure the uninterrupted operation of the City's technology services.*
- *Continue supporting the City-wide move toward process automation, paperless operations and other green computing initiatives that promote the City's sustainability priorities.*
- *Continue to implement strategies recommended in the IT Strategic Plan.*
- *Utilize the Technology Steering Committee's technology investment strategy for developing and evaluating technology project requests.*

Performance/Workload Measures:

Measurement	Actual FY19	Estimated FY20	Projected FY21
Network uptime	99.90%	99.90%	99.99%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	99.8%	99.52%	99.99%
Servers in VMWare environment	25	19	23
Applications in the Cloud	15	16	18
Number of Help Desk requests	1,582	1,396	1,300

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	3.50	3.50	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.50	3.50	4.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Information Technology Director</i>	1.00	1.00
<i>Network Engineer</i>	1.00	1.00
<i>Application & Hardware Administrator</i>	1.00	1.00
<i>Additional FTE (to be hired)</i>	-	1.00
<i>Administrative Assistant</i>	0.50	-
<i>Division Total FTEs</i>	3.50	4.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Information Systems</i>	597,784	678,576	660,999	808,901
<i>Division Total</i>	597,784	678,576	660,999	808,901

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	284,047	319,000	304,732	370,512
<i>Fringe Benefits</i>	116,014	119,500	119,500	153,000
<i>Overtime</i>	4,344	6,000	6,000	4,000
<i>Employee Recognition</i>	1,635	120	120	-
<i>Personnel Subtotal</i>	406,041	444,620	430,352	527,512
<i>Supplies</i>	2,269	2,000	2,000	3,000
<i>Computer Expenditures</i>	5,182	9,000	9,000	10,800
<i>Services and Charges</i>	170,779	212,340	212,249	258,453
<i>Communications</i>	10,852	3,516	2,100	3,936
<i>Office Expenditures</i>	131	250	-	250
<i>Conferences, Training, & Dues</i>	2,530	6,850	5,299	4,950
<i>Operating Exp Subtotal</i>	191,744	233,956	230,648	281,389
<i>Division Total</i>	597,784	678,576	660,999	808,901

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- Overall division expenditures are \$130,325 higher – an increase of 19.2 percent – compared to budgeted expenditures for FY20. The overall increase is the result of increases in personnel costs of \$82,892 and increases to departmental operating expenses of \$47,433. Departmental operating expenditures increased primarily due to an increase in supplies necessary to maintain aging computer equipment and increases in Software as a Service (SaaS) expenditures.
- Division FTEs will increase by .5 due to the elimination of a part time Administrative Assistant and the addition of 1 FTE to the department.
- Approximately 65.2 percent of division expenditures are personnel costs which is in line with prior years. These personnel costs increased 18.6 percent due to the elimination of .5 FTE and the addition of 1 FTE to the department.
- Services and charges account for 32 percent of division expenditures, an increase of 2.2 percent from FY20. This increase is primarily due to SaaS price increases and service enhancements. All software licensing and vendor-provided technical support costs are funded by this category. All expenses incurred for hardware and software used in network monitoring, internet access security, virus and malware protection, spam blocking and content filtering also fall under this category. In addition, contractual expenses incurred with our network and security consultants fall in this section.

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Human Resources Director</i>	1.00	1.00
<i>Human Resources Generalist</i>	1.00	1.00
<i>Human Resources Coordinator</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Human Resources</i>	432,024	532,070	535,876	592,490
<i>Division Total</i>	432,024	532,070	535,876	592,490

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	255,917	281,000	238,727	287,190
<i>Fringe Benefits</i>	95,315	106,000	106,000	94,000
<i>Overtime</i>	4,088	4,000	13,000	4,000
<i>Contractual Labor</i>	-	-	40,000	-
<i>Employee Recognition</i>	120	120	60	-
<i>Personnel Subtotal</i>	355,441	391,120	397,787	385,190
<i>Supplies</i>	1,741	1,500	3,000	1,500
<i>Computer Expenditures</i>	4,828	2,800	2,800	2,800
<i>Services and Charges</i>	21,782	78,600	78,689	87,000
<i>Communications</i>	2,139	3,600	3,600	4,000
<i>Office Expenditures</i>	1,114	500	-	1,000
<i>Conferences, Training, & Dues</i>	10,726	6,450	2,500	11,000
<i>Recruitment</i>	34,253	47,500	47,500	100,000
<i>Operating Exp Subtotal</i>	76,583	140,950	138,089	207,300
<i>Division Total</i>	432,024	532,070	535,876	592,490

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$60,420 higher – an increase of 11.4% - compared to budgeted expenditures for FY20.*
- *Approximately 65.0 percent or \$385,190 of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 14.7 percent or \$87,000 of division expenditures and includes funding for a contract for services to review the performance evaluation system.*
- *Communications, which consists of cell phone and telephone costs, increases \$400. This increase is attributable to the replacement of a current cell phone and the addition of a cell phone for the department staff.*
- *Approximately 16.9 percent of division expenditures are categorized as recruitment expenses. This category includes \$47,500 for job announcements, background checks, and other employee recruitment costs.*
- *Conferences, training and association dues represent about 1.9 percent or \$11,000 of the division expenditures and includes SHRM conference (\$6,000) and other personnel trainings (\$3,000).*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Director of Council Affairs</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 FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>City Clerk</i>	257,868	323,130	297,542	364,236
<i>Division Total</i>	257,868	323,130	297,542	364,236

<i>Division Expenditures by Type</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	176,566	219,500	193,500	242,174
<i>Fringe Benefits</i>	56,459	78,500	78,500	93,000
<i>Overtime</i>	1,081	1,000	2,500	3,500
<i>Employee Recognition</i>	1,560	90	90	2,000
<i>Personnel Subtotal</i>	235,666	299,090	274,590	340,674
<i>Supplies</i>	880	1,000	1,000	1,000
<i>Computer Expenditures</i>	1,309	1,200	1,200	1,200
<i>Services and Charges</i>	9,518	11,300	11,382	12,150
<i>Communications</i>	2,300	1,560	1,560	1,432
<i>Office Expenditures</i>	193	2,000	1,000	1,000
<i>Conferences, Training, & Dues</i>	8,003	6,980	6,810	6,780
<i>Operating Exp Subtotal</i>	22,203	24,040	22,952	23,562
<i>Division Total</i>	257,868	323,130	297,542	364,236

Adopted to Estimated Actual FY20:

- *Division expenditures are projected to be \$25,588 less than budget.*
- *This variance is primarily attributable to lower than anticipated costs salaries due to a position vacancy.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$41,106 higher — an increase of 12.7 percent — compared to budgeted expenditures for FY20.*
- *Approximately 93.5 percent of division expenditures are personnel related.*
- *Combined expenditures classified as supplies, computer expenditures, communications, and office expenditures total \$4,632 or 1.3 percent of the division budget.*
- *Services and charges account for around 3.3 percent of the division budget. This category includes \$2,000 for publication of legal notices, \$2,000 for codification of ordinances and web hosting of the City Code, and \$7,200 for online form submission software and service.*
- *Conferences, training and dues are approximately 1.9 percent of the division budget (\$6,780).*

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City of Takoma Park



City of Takoma Park Police Department

Police

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Department Summary

Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Office of the Chief</i>	3.00	4.00	4.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	30.00	28.00	29.00
<i>Criminal Investigations</i>	11.80	11.80	12.00
<i>Administrative Services</i>	7.65	8.65	7.67
<i>Neighborhood Services</i>	4.50	5.00	5.00
<i>Department Total FTEs</i>	63.95	64.45	64.67

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Police Protection (State)</i>	453,058	442,995	445,000	445,000
<i>County Police Rebate</i>	1,104,672	1,126,765	1,126,000	1,126,000
<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>	183,166	210,000	210,000	210,000
<i>Public Parking Facilities</i>	103,160	200,000	121,000	123,000
<i>Parking Permits</i>	11,963	11,000	11,000	11,000
<i>Parking Administrative Fees</i>	2,305	4,000	2,000	2,000
<i>Municipal Infractions</i>	12,636	10,000	10,000	10,000
<i>Subtotal</i>	4,568,491	4,702,291	4,622,531	4,624,531
<i>General Fund</i>	3,371,292	3,590,897	3,893,179	4,505,073
<i>Department Total</i>	7,939,783	8,293,188	8,515,710	9,129,604

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	4,214,846	4,244,500	4,318,736	4,644,511
<i>Car and Clothing Allowances</i>	64,087	89,250	90,422	90,450
<i>Fringe Benefits</i>	2,317,774	2,522,300	2,551,706	2,720,000
<i>Overtime</i>	431,662	480,000	509,353	450,000
<i>Overtime -Training</i>	61,713	57,000	68,358	62,000
<i>Overtime -Holiday</i>	19,515	12,000	45,903	17,000
<i>Night Differential</i>	51,533	72,000	58,653	86,500
<i>Overtime -Court</i>	28,838	51,000	51,373	65,300
<i>Overtime Staffing</i>	52,897	22,500	107,912	62,000
<i>K-9 Allowance</i>	12,980	5,720	11,440	19,500
<i>Employee Recognition</i>	16,685	7,399	7,399	10,500
<i>Personnel Subtotal</i>	7,272,530	7,563,669	7,821,255	8,227,761
<i>Supplies</i>	103,654	92,218	96,520	112,620
<i>Computer Expenditures</i>	26,247	22,700	24,959	25,528
<i>Vehicle Fuel</i>	80,942	107,000	107,000	108,000
<i>Repairs & Maintenance</i>	66,052	79,000	64,900	69,600
<i>Services and Charges</i>	208,522	233,011	184,532	350,189
<i>Communication</i>	60,865	64,340	71,732	81,896
<i>Office Expenditures</i>	33,856	28,200	28,865	29,200
<i>Conferences, Training, & Dues</i>	66,562	76,990	84,395	90,712
<i>Recruitment</i>	11,196	14,920	20,412	14,090
<i>Special Events & Programs</i>	9,356	11,140	11,140	20,008
<i>Operating Exp Subtotal</i>	667,253	729,519	694,455	901,843
<i>Department Total</i>	7,939,783	8,293,188	8,515,710	9,129,604

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Office of the Chief</i>	821,312	900,487	921,222	1,079,495
<i>Communications</i>	539,467	608,570	616,745	622,765
<i>Operations</i>	3,766,345	4,068,638	4,198,650	4,194,860
<i>Criminal Investigations</i>	1,441,924	1,053,550	1,266,315	1,757,279
<i>Administrative Services</i>	950,834	1,139,893	1,027,822	897,596
<i>Neighborhood Services</i>	419,900	522,050	484,956	577,609
<i>Department Total</i>	7,939,783	8,293,188	8,515,710	9,129,604

Department Summary

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Departmental expenditures are up \$836,416 – an increase of 10.1 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to additional services and charges due to the addition of in-car cameras in all patrol vehicles, and the associated costs of storage for the resulting video.*
- *Approximately 90 percent, or \$8.2 million, of departmental expenditures are personnel related.*
- *Supplies account for about 1.2 percent of the departmental expenditures, which include items such as uniforms and body armor for new hires and replacement body armor for current employees (\$28,685), detective supplies (\$5,000), expendable supplies (\$11,200), Clean and Lien (\$5,000), and educational supplies related to Neighborhood Services Team activities (\$14,500).*
- *Vehicle-related expenditures account for about 1.9 percent of adopted departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$108,000) and vehicle repair materials (\$69,600).*
- *Services and charges account for about 3.8 percent of departmental expenditures. These include the contractual costs for parking ticket processing and parking meter collection, the contract for the in-car, body-worn, and interview room cameras, and the contract with the International Association of Chiefs of Police for a future promotional process.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Office of the Chief

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	3.00	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	4.00	4.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Chief of Police</i>	1.00	1.00
<i>Deputy 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>	4.00	4.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Office of the Chief</i>	821,312	900,487	921,222	1,079,495
<i>Division Total</i>	821,312	900,487	921,222	1,079,495

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	369,457	421,000	421,000	447,609
<i>Car and Clothing Allowances</i>	-	2,000	3,172	4,600
<i>Fringe Benefits</i>	142,900	208,000	208,000	222,000
<i>Overtime</i>	11,335	10,000	10,000	10,000
<i>Overtime Staffing</i>	576	-	2,000	-
<i>Employee Recognition</i>	620	120	120	-
<i>Personnel Subtotal</i>	524,889	641,120	644,292	684,209
<i>Supplies</i>	50,316	24,950	27,473	34,410
<i>Computer Expenditures</i>	5,319	4,600	6,255	4,600
<i>Services and Charges</i>	133,563	118,767	119,276	222,966
<i>Office Expenditures</i>	23,799	15,000	15,000	15,500
<i>Conferences, Training, & Dues</i>	62,875	69,990	77,374	83,712
<i>Recruitment</i>	11,196	14,920	20,412	14,090
<i>Special Events & Programs</i>	9,356	11,140	11,140	20,008
<i>Operating Exp Subtotal</i>	296,423	259,367	276,930	395,286
<i>Division Total</i>	821,312	900,487	921,222	1,079,495

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$179,008 higher – an increase of 19.9 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable primarily to additional costs associated with the in-car video cameras.*
- *Division FTEs remain the same.*
- *Approximately 63.3 percent of division expenditures are personnel related.*
- *Supplies account for about 3.2 percent of division expenditures, which include purchases related to body armor and uniforms for new hires (\$22,464), replacement of aging body armor for existing staff (\$6,220), and uniforms for civilian staff (\$3,000).*
- *Services and charges account for about 20.7 percent of division expenditures and include contractual costs, which have an associated combined cost of \$222,466. The main expense under this category is for the upgrading of body-worn cameras and the storage of video from body and in-car cameras, which is estimated to be \$159,667 in FY20.*
- *Conferences, training, and dues account for about 7.8 percent, or \$83,712, of division expenditures, which are largely comprised of the police accreditation program (\$15,000), firearms training (\$22,000), and other training and conferences including the International Association of Chiefs of Police, Maryland Chiefs Conference, and FBI National Academy Conference (\$39,737). Other professional organization training, publications, and professional dues total \$6,975.*
- *Recruitment accounts for 1.3 percent of division expenditures and includes job fairs (\$2,700), medical, psychological and polygraph tests (\$9,690), and credit reporting, fingerprinting, and office supplies (\$1,700).*
- *Special Events and Programs account for a little over 1.9 percent of division expenditures, which consists of Emergency Response Team supplies (\$10,000) and the Neighborhood Services Team electric vehicle leases (\$10,008).*
- *Office Expenditures account for 1.4% of division expenditures which include the employee recognition and awards event (\$7,500). Computer expenditures account for .4 percent of the division expenditures. These funds are used to replace aging computer equipment (\$4,600).*

Communications

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Number of calls for service dispatched	13,484	12,618	16,500
Phone Calls received	15,936	18,000	20,000
Training classes	84	84	84
Warrants Processed	311	309	325

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	7.00	7.00	7.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	7.00	7.00	7.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Senior Dispatcher</i>	1.00	1.00
<i>Police Dispatcher</i>	6.00	6.00
<i>Division Total FTEs</i>	7.00	7.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Communications</i>	539,467	608,570	616,745	622,765
<i>Division Total</i>	539,467	608,570	616,745	622,765

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	339,970	371,000	371,000	383,275
<i>Car and Clothing Allowances</i>	1,680	3,360	3,360	3,850
<i>Fringe Benefits</i>	119,139	142,500	142,500	140,000
<i>Overtime</i>	46,995	45,000	56,175	45,000
<i>Overtime -Training</i>	-	-	-	1,000
<i>Overtime -Holiday</i>	-	-	3,000	3,000
<i>Night Differential</i>	5,488	13,500	7,500	13,500
<i>Employee Recognition</i>	2,710	210	210	-
<i>Personnel Subtotal</i>	515,983	575,570	583,745	589,625
<i>Supplies</i>	-	3,360	3,360	3,500
<i>Computer Expenditures</i>	1,000	5,300	5,300	5,300
<i>Communication</i>	22,419	24,140	24,140	24,140
<i>Office Expenditures</i>	65	200	200	200
<i>Operating Exp Subtotal</i>	23,484	33,000	33,000	33,140
<i>Division Total</i>	539,467	608,570	616,745	622,765

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$14,195 higher – an increase of 2.3 percent – compared to budgeted expenditures for FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 94.7 percent of division expenditures are personnel related.*
- *The total operating expenditures represent about 5.3 percent of division expenditures. The main cost is under the communication category, which includes the cost of wireless internet access for the in-car computer systems (\$24,140).*
- *Supplies account for just under 0.6 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.*
- *Computer Expenditures account for 0.8 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	30.00	28.00	29.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	30.00	28.00	29.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	1.00	1.00
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	22.00	23.00
<i>Nuisance Control Specialist</i>	-	-
<i>Division Total FTEs</i>	28.00	29.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Operations</i>	3,766,345	4,068,638	4,198,650	4,194,860
<i>Division Total</i>	3,766,345	4,068,638	4,198,650	4,194,860

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	2,009,663	2,000,000	2,000,000	2,060,000
<i>Car and Clothing Allowances</i>	44,433	52,000	52,000	56,000
<i>Fringe Benefits</i>	1,143,540	1,384,800	1,384,800	1,350,000
<i>Overtime</i>	221,828	295,000	295,000	295,000
<i>Overtime - Training</i>	61,189	55,000	65,302	55,000
<i>Overtime - Holiday</i>	19,415	11,000	41,903	9,000
<i>Night Differential</i>	40,111	45,000	45,000	60,000
<i>Overtime - Court</i>	28,627	50,000	50,000	60,000
<i>Overtime Staffing</i>	48,516	20,000	99,098	60,000
<i>K-9 Allowance</i>	12,980	5,720	11,440	19,500
<i>Employee Recognition</i>	7,220	4,310	4,310	8,500
<i>Personnel Subtotal</i>	3,637,521	3,922,830	4,048,853	4,033,000
<i>Supplies</i>	20,444	14,408	15,961	25,210
<i>Computer Expenditures</i>	659	2,400	2,400	2,400
<i>Vehicle Fuel</i>	62,244	85,000	85,000	85,000
<i>Repairs & Maintenance</i>	36,084	42,000	40,000	42,500
<i>Services and Charges</i>	7,586	1,000	4,750	5,750
<i>Office Expenditures</i>	1,207	1,000	1,665	1,000
<i>Conferences, Training, & Dues</i>	600	-	21	-
<i>Operating Exp Subtotal</i>	128,824	145,808	149,797	161,860
<i>Division Total</i>	3,766,345	4,068,638	4,198,650	4,194,860

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$126,222 higher — an increase of 3.1 percent — compared to budgeted expenditures for FY20.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *Supplies account for about 0.6 percent of division expenditures. This category includes expendable supplies such as e-ticket paper (\$1,000), patrol shields (\$1,500), road flares (\$2,500), Taser supplies (\$2,000), and K-9 supplies and costs (\$14,010).*
- *Vehicle fuel accounts for the largest spending in the division operating expenditures, approximately two percent (\$85,000), which is solely comprised of gasoline for all the police vehicles.*
- *Repairs and maintenance accounts for the second largest spending in the division operating expenditures, approximately one percent (\$42,500). This category includes repair and maintenance for all of the police vehicles.*
- *Conferences, dues, and training for Operations staff are included in the Office of the Chief division, as it may cover staff from other divisions in the Police Department.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	<i>11.80</i>	<i>11.80</i>	<i>12.00</i>
<i>FTEs without benefits</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Division Total</i>	<i>11.80</i>	<i>11.80</i>	<i>12.00</i>

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Police Captain</i>	<i>1.00</i>	<i>1.00</i>
<i>Police Lieutenant</i>	<i>-</i>	<i>1.00</i>
<i>Police Sergeant</i>	<i>2.00</i>	<i>2.00</i>
<i>Police Officer</i>	<i>6.00</i>	<i>5.00</i>
<i>Victim / Witness Coordinator</i>	<i>0.80</i>	<i>1.00</i>
<i>Crime Analyst</i>	<i>1.00</i>	<i>1.00</i>
<i>Evidence Specialist</i>	<i>1.00</i>	<i>1.00</i>
<i>Division Total FTEs</i>	<i>11.80</i>	<i>12.00</i>

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Criminal Investigations</i>	<i>1,441,924</i>	<i>1,053,550</i>	<i>1,266,315</i>	<i>1,757,279</i>
<i>Division Total</i>	<i>1,441,924</i>	<i>1,053,550</i>	<i>1,266,315</i>	<i>1,757,279</i>

Criminal Investigations

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	734,871	523,500	736,936	986,520
<i>Car and Clothing Allowances</i>	13,359	18,000	18,000	15,100
<i>Fringe Benefits</i>	497,688	310,000	310,000	580,000
<i>Overtime</i>	134,007	110,000	127,428	83,500
<i>Overtime--Training</i>	524	2,000	2,556	4,500
<i>Overtime--Holiday</i>	-	1,000	1,000	4,000
<i>Night Differential</i>	5,366	12,500	5,153	12,500
<i>Overtime--Court</i>	211	1,000	1,373	5,000
<i>Overtime--Staff Shortage</i>	3,805	2,500	6,814	2,000
<i>Employee Recognition</i>	2,680	800	800	-
<i>Personnel Subtotal</i>	1,392,511	981,300	1,210,060	1,693,120
<i>Supplies</i>	5,398	5,000	5,226	5,000
<i>Computer Expenditures</i>	1,192	2,000	2,604	2,500
<i>Vehicle Fuel</i>	13,121	15,000	15,000	16,000
<i>Repairs & Maintenance</i>	21,387	29,000	18,000	20,000
<i>Services and Charges</i>	5,015	13,250	7,425	12,159
<i>Office Expenditures</i>	3,301	5,500	5,500	6,000
<i>Conferences, Training, & Dues</i>	-	2,500	2,500	2,500
<i>Operating Exp Subtotal</i>	49,413	72,250	56,255	64,159
<i>Division Total</i>	1,441,924	1,053,550	1,266,315	1,757,279

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$703,729 higher — an increase of 66.8 percent — compared to budgeted expenditures for FY20.*
- *The increase is attributable to higher personnel costs due to reorganization of the department.*
- *Division FTEs are increased by 0.2, from 11.8 to 12.*
- *Approximately 96.3 percent of division expenditures are personnel related.*
- *The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$20,000), which is 1.1 percent of the budgeted amount, and vehicle fuel, which is 0.9 percent (\$16,000).*
- *Services and charges make up approximately 0.7 percent of division expenditures. This includes charges for Blue Team and IA Pro Internal (\$2,148), and Lexus Nexus (\$6,074).*
- *Supplies make up just under 0.3 percent of division expenditures (\$5,000), and are made up of detective supplies such as CD-R, DVD, paper, toner, fingerprinting, and drug testing supplies.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Total Parking Permits Issued	607	650	650
Total Parking citations processed	4,303	3,503	5,500
Number of reports processed	1,280	1,280	2,000

Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	7.45	8.45	7.47
<i>FTEs without benefits</i>	0.20	0.20	0.20
<i>Division Total</i>	7.65	8.65	7.67

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Police Captain</i>	-	-
<i>Police Lieutenant</i>	1.00	1.00
<i>Police Sergeant</i>	1.00	-
<i>Logistics/Payroll Specialist</i>	1.00	1.00
<i>Parking Enforcement Coordinator</i>	1.00	1.00
<i>Office Assistant</i>	1.00	1.00
<i>Crossing Guard</i>	3.65	3.67
<i>Division Total FTEs</i>	8.65	7.67

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Administrative Services</i>	950,834	1,139,893	1,027,822	897,596
<i>Division Total</i>	950,834	1,139,893	1,027,822	897,596

Administrative Services

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	507,571	623,500	504,800	444,376
<i>Car and Clothing Allowances</i>	3,655	11,490	11,490	8,150
<i>Fringe Benefits</i>	309,234	379,000	379,000	295,000
<i>Overtime</i>	14,731	15,000	15,750	11,500
<i>Overtime--Training</i>	-	-	500	1,500
<i>Overtime--Holiday</i>	-	-	-	1,000
<i>Night Differential</i>	569	1000	1,000	500
<i>Overtime--Court</i>	-	-	-	300
<i>Employee Recognition</i>	1,835	1,309	1,309	2,000
<i>Personnel Subtotal</i>	837,594	1,031,299	913,849	764,326
<i>Supplies</i>	20,195	22,500	22,500	22,500
<i>Computer Expenditures</i>	17,428	8,400	8,400	9,128
<i>Vehicle Fuel</i>	5,576	7,000	7,000	7,000
<i>Repairs & Maintenance</i>	5,759	4,000	2,900	3,100
<i>Services and Charges</i>	20,834	20,494	19,581	27,786
<i>Communication</i>	38,446	40,200	47,592	57,756
<i>Office Expenditures</i>	1,914	1,500	1,500	1,500
<i>Conferences, Training, & Dues</i>	3,087	4,500	4,500	4,500
<i>Operating Exp Subtotal</i>	113,240	108,594	113,973	133,270
<i>Division Total</i>	950,834	1,139,893	1,027,822	897,596

Administrative Services

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$242,297 lower – a decrease of 21.3 percent – compared to budgeted expenditures for FY20.*
- *The decrease is due to lower personnel costs.*
- *Division FTEs decrease from 8.65 to 7.67, with the reassignment of a Police Sergeant and the addition of an on-call part-time crossing guard.*
- *Approximately 85.1 percent of division expenditures are personnel related.*
- *Approximately 2.5 percent of division expenditures are categorized as supplies, which consist of office supplies (\$7,500) and expendable supplies (\$15,000). Office supplies include toner cartridges, bulk paper, envelopes, tape, file folders and boxes, as well as supplies for the Crossing Guards. Expendable supplies include Metro Count supplies for speed surveys throughout the City, and supplies needed for various community events, such as Coffee with a Cop.*
- *Services and charges represent about 3.1 percent of division expenditures which include computer fees (\$3,108), postage/delivery (\$3,500), copying (\$5,928), and printing (\$13,000).*
- *Communication accounts for 6.4 percent of division expenditures: telephone (\$9,000) and cell phones (\$48,756) for the Department.*
- *Computer expenditures make up a little more than one percent (\$9,128) of division expenditures. These funds are used to replace aging computer equipment.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2018	Calendar 2019	Projected 2020
Parking citations Issued	3,777	3,091	5,500
Property Maintenance Code Complaints	361	676	650
Property Maintenance Code Cases Closed	312	235	250
Anti- Litter Events	2	2	3
Education Events	1	3	3

Neighborhood Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	4.50	5.00	5.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.50	5.00	5.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Parking Enforcement Officer</i>	2.00	2.00
<i>Senior Code Enforcement Inspector</i>	1.00	1.00
<i>Code Enforcement Inspector</i>	1.00	1.00
<i>Neighborhood Services Supervisor</i>	1.00	1.00
<i>Division Total FTEs</i>	5.00	5.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Neighborhood Services</i>	419,900	522,050	484,956	577,609
<i>Division Total</i>	419,900	522,050	484,956	577,609

Neighborhood Services

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	253,313	305,500	285,000	322,731
<i>Car and Clothing Allowances</i>	960	2,400	2,400	2,750
<i>Fringe Benefits</i>	105,273	98,000	127,406	133,000
<i>Overtime</i>	2,766	5,000	5,000	5,000
<i>Overtime--Holiday</i>	101	-	-	-
<i>Employee Recognition</i>	1,620	650	650	-
<i>Personnel Subtotal</i>	364,032	411,550	420,456	463,481
<i>Supplies</i>	7,302	22,000	22,000	22,000
<i>Computer Expenditures</i>	650	-	-	1,600
<i>Repairs & Maintenance</i>	2,822	4,000	4,000	4,000
<i>Services and Charges</i>	41,525	79,500	33,500	81,528
<i>Office Expenditures</i>	3,570	5,000	5,000	5,000
<i>Operating Exp Subtotal</i>	55,868	110,500	64,500	114,128
<i>Division Total</i>	419,900	522,050	484,956	577,609

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$37,094 less than budget, a decrease of 7.1%*
- *The decrease is mainly due to decreased personnel costs due to the delay in filling the second parking enforcement officer position, due to staffing issues in other areas.*

FY21 Budget Highlights:

- *Division expenditures are \$55,559 higher — an increase of 10.6 percent — compared to budgeted expenditures for FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 80.2 percent of division expenditures are personnel related.*
- *Supplies account for 3.8 percent of division expenditures; this includes costs for Safe Grow and education efforts (\$14,500), and Clean and Lien (\$5,000).*
- *Services and charges made up approximately 14.1 percent of expenditures. The main cost is the contract with Complus for parking solutions and enforcement (\$75,000). The other charges consist of the contract with Serco for parking meter collection (\$4,908) and postage/delivery for Neighborhood Services mailings (\$1,500).*
- *Office Expenditures make up approximately 0.9 percent of division expenditures and consists mainly of initial and replacement uniforms for NST and current and new parking enforcement officers.*
- *Repairs and maintenance makes up approximately 0.7 percent of division expenditures, and consists of repair and replacement of parking meters.*



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LED Streetlight Replacement Project

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Department Summary

Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	2.00	2.00	3.00
<i>Building Maintenance</i>	6.25	6.25	6.25
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	7.00	7.00
<i>Solid Waste Management</i>	10.00	10.00	10.00
<i>Sustainability</i>	1.00	1.00	1.00
<i>Vegetation Management</i>	3.00	4.00	4.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.85	1.85	1.25
Department Total FTEs	36.10	36.10	36.50

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Highway User Fees</i>	395,435	495,471	493,602	503,379
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	62,643	65,000	47,000	48,000
<i>Recyclable Sales</i>	342	200	292	300
<i>Mulch Sales</i>	22,416	22,000	22,000	22,000
<i>Special Trash Pickup</i>	12,005	9,500	10,000	10,000
<i>Excavation / Driveway Permits</i>	3,907	3,200	5,000	4,000
<i>Tree Permits</i>	19,920	17,000	26,000	23,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
Subtotal	1,284,868	1,380,570	1,372,092	1,378,878
<i>General Fund</i>	3,787,806	3,944,669	3,997,348	4,239,742
Department Total	5,072,674	5,325,239	5,369,439	5,618,621

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	1,983,927	2,218,020	2,060,207	2,388,179
<i>Car and Clothing Allowances</i>	12,754	14,788	12,094	17,550
<i>Fringe Benefits</i>	827,583	950,000	889,000	1,000,300
<i>Overtime</i>	160,665	103,935	118,655	100,229
<i>Night Differential</i>	2,960	2,500	2,500	4,160
<i>Contractual Labor</i>	187,759	64,650	198,000	93,402
<i>Employee Recognition</i>	13,470	11,231	9,410	4,000
<i>Personnel Subtotal</i>	3,189,119	3,365,123	3,289,866	3,607,820
<i>Supplies</i>	225,798	271,434	224,938	255,770
<i>Computer Expenditures</i>	19,091	10,800	11,868	1,800
<i>Vehicle Fuel</i>	81,871	80,375	77,500	80,500
<i>Repairs and Maintenance</i>	148,010	132,000	134,000	137,000
<i>Services and Charges</i>	994,317	1,155,012	1,068,900	1,148,392
<i>Communication</i>	27,817	31,950	34,210	31,624
<i>Utilities</i>	357,607	226,480	489,200	294,240
<i>Office Expenditures</i>	15,805	15,000	13,500	16,200
<i>Conferenecs, Training, & Dues</i>	12,939	22,065	10,457	20,275
<i>Special Events & Programs</i>	300	15,000	15,000	25,000
<i>Operating Exp Subtotal</i>	1,883,555	1,960,116	2,079,573	2,010,801
<i>Department Total</i>	5,072,674	5,325,239	5,369,439	5,618,621

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	611,870	317,760	315,438	472,800
<i>Building Maintenance</i>	888,039	876,230	904,383	1,002,377
<i>Equipment Maintenance</i>	530,804	529,355	519,560	514,054
<i>Right-of-Way Maintenance</i>	1,135,744	962,332	1,124,605	973,390
<i>Solid Waste Management</i>	1,091,958	1,110,894	1,222,975	1,210,047
<i>Sustainability</i>	3,374	488,130	359,135	407,339
<i>Vegetation Management</i>	219,317	426,240	343,945	424,896
<i>Urban Forest</i>	264,852	285,330	282,436	324,000
<i>City Engineer</i>	326,716	328,968	296,962	289,718
<i>Department Total</i>	5,072,674	5,325,239	5,369,439	5,618,621

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$44,200 higher than budget.*
- *The variances include decreased expenditures for personnel costs due to vacancies and increased expenditure for the LED streetlight conversion.*

FY21 Budget Highlights:

- *Departmental expenditures are \$293,382 higher — an increase of 5.5 percent — compared to budgeted expenditures for FY20.*
- *Department FTEs increase by 0.4 (creation of a Deputy Director position from the prior Special Projects Coordinator position whose salary was split 60/40 between City Engineer Division and the Stormwater Budget)*
- *Approximately 64.2 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by 7.2 percent, or \$242,697, compared to budgeted expenditures for FY20, primarily due to increased FTE and wage and fringe benefit increases.*
- *Supplies account for 4.5 percent of departmental expenditures. This category includes office supplies, facility and equipment repair materials, snow removal supplies, sign materials, park supplies, and items necessary for leaf collection.*
- *Vehicle fuel expenditures are 1.4 percent of department expenditures and include fuel used for Public Works and all other Departments except the Police Department.*
- *Repairs and maintenance comprise 2.4 percent of department expenditures.*
- *Services and charges account for 20 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs such as engineering services, specialized building maintenance, contractual vehicle maintenance and street maintenance, disposal and recycling fees, and tree maintenance and planting.*
- *Utility fees account for 5.2 percent of departmental expenditures.*
- *The following expenditures account for less than one percent of budget expenditures each: computer expenditures - 0.03 percent, communications - 0.5 percent, office expenditures - 0.28 percent, conferences, training and dues - 0.36 percent and special events - 0.4 percent.*

FY20 Accomplishments:

- *Oversaw the construction of the Flower Avenue Green Street project*
- *Development of and successful adoption of the 2020 Climate Emergency Response Act*
- *Completed the new sidewalk construction and installation of significant stormwater management for Glenside Drive*
- *Completed the Flower Avenue & Sligo Creek Parkway traffic calming and stormwater project*
- *Revised the Tree Ordinance*

FY21 Goals:

- *Complete the Flower Avenue Green Street Project*
- *Continue the ADA improvements of sidewalk along State roadways*
- *Oversee renovation of the third floor CityTV and IT offices*
- *Begin implementation of the Climate Emergency Response Act to include residential energy efficiency improvements for all properties, and especially low and moderate income residents who may be eligible for grant funding through the Maryland Energy Administration*
- *Implement provisions of the new Tree Ordinance and tree canopy goal with enhanced public education and outreach*
- *Implement revisions to the fee structure for the stormwater management fee to enable tiered levels for single family property owners*

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:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Deputy Director of Public Works</i>	-	1.00
<i>Administrative Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	2.00	3.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	611,870	317,760	315,438	472,800
<i>Division Total</i>	611,870	317,760	315,438	472,800

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	289,171	180,000	180,000	298,134
<i>Fringe Benefits</i>	117,993	70,500	70,500	122,000
<i>Overtime</i>	1,705	600	600	624
<i>Employee Recognition</i>	3,590	60	60	-
<i>Personnel Subtotal</i>	412,459	251,160	251,160	420,758
<i>Supplies</i>	6,064	5,000	5,000	5,000
<i>Computer Expenditures</i>	8,380	10,800	11,868	1,800
<i>Services and Charges</i>	143,951	11,100	11,700	8,668
<i>Communication</i>	27,817	31,950	34,210	31,624
<i>Office Expenditures</i>	2,900	2,500	1,000	2,500
<i>Conferenecs, Training, & Dues</i>	9,999	5,250	500	2,450
<i>Special Events & Programs</i>	300	-	-	-
<i>Operating Exp Subtotal</i>	199,411	66,600	64,278	52,042
<i>Division Total</i>	611,870	317,760	315,438	472,800

Administration

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are 155,040 more – an increase of 48.8 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to the creation of a Deputy Public Works Director in this division.*
- *Division FTEs are increased by one.*
- *Approximately 89 percent of division expenditures are personnel related.*
- *Supplies account for one percent of division expenditures.*
- *Computer expenditures account for 0.38 percent of the division expense and equate to replacement of one staff computer and purchase of a tablet for field use.*
- *Services and charges account for 1.8 percent of division expenditures. This category includes printing and copying charges (\$3,764), copier lease (\$1,904) and postage charges (\$3,000).*
- *Communication expenses account for 6.7 percent of the division budget and include landline phone costs (\$6,084), staff cell phone charges, and GPS units on department vehicles (\$25,540).*
- *Office expenditures are 0.5 percent of expenses and include DOT recertification fees for CDL drivers, reimbursement for parking expenses, and refreshments for department staff events.*
- *Conferences, training and association dues account for 0.5 percent of expenditures.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Special Projects For FY21:

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

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

Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	6.00	6.00	6.00
<i>FTEs without benefits</i>	0.25	0.25	0.25
<i>Division Total</i>	6.25	6.25	6.25

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Building Maintenance</i>	888,039	876,230	904,383	1,002,377
<i>Division Total</i>	888,039	876,230	904,383	1,002,377

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	285,621	317,000	297,000	336,537
<i>Fringe Benefits</i>	140,783	151,500	136,500	151,000
<i>Overtime</i>	14,427	10,000	10,000	8,000
<i>Car and Clothing Allowances</i>	2,475	3,150	2,025	3,300
<i>Night Differential</i>	2,960	2,500	2,500	4,160
<i>Contractual Labor</i>	20,996	2,500	13,000	2,880
<i>Employee Recognition</i>	710	680	680	1,000
<i>Personnel Subtotal</i>	467,972	487,330	461,705	506,877
<i>Supplies</i>	35,429	35,600	31,278	33,600
<i>Repairs and Maintenance</i>	49,930	35,000	40,000	35,000
<i>Services and Charges</i>	214,647	201,400	192,900	205,400
<i>Utilities</i>	120,060	114,900	178,000	219,500
<i>Conferenecs, Training, & Dues</i>	-	2,000	500	2,000
<i>Operating Exp Subtotal</i>	420,066	388,900	442,678	495,500
<i>Division Total</i>	888,039	876,230	904,383	1,002,377

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$126,147 higher – an increase of 14.4 percent – compared to budgeted expenditures for FY20.*
- *The variance is attributable to an expected increase in personnel costs and electric utility charges.*
- *Approximately 50.5 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged; personnel costs have increased by \$19,547 – an increase of 4 percent.*
- *Supply charges account for 3.3 percent of division expenditures and include custodial supplies and tools.*
- *Repair and maintenance charges account for 3.5 percent of division expenditures and include repair materials.*
- *Utility charges account for 21.9 percent of division expenditures. This category includes electricity charges (\$175,500), gas charges (\$24,000), and water charges (\$20,000). The electricity charges have increased by over \$100,000 as a result of replacement of a non working electric meter in the Community Center.*
- *Services and charges account for 20.5 percent of division expenditures. This category includes service contracts for maintenance (\$79,100), funding for special projects (\$44,000), contracted facility repairs (\$80,000), and uniform and equipment rental (\$2,300).*

Equipment Maintenance

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</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 FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Equipment Maintenance</i>	530,804	529,355	519,560	514,054
<i>Division Total</i>	530,804	529,355	519,560	514,054

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	199,599	204,000	204,000	205,884
<i>Fringe Benefits</i>	82,333	96,000	96,000	79,000
<i>Car and Clothing Allowances</i>	1,350	1,350	900	1,650
<i>Overtime</i>	20,864	8,900	14,000	8,900
<i>Employee Recognition</i>	3,590	4,590	1,060	-
<i>Personnel Subtotal</i>	307,736	314,840	315,960	295,434
<i>Supplies</i>	32,719	23,500	20,660	23,680
<i>Vehicle Fuel</i>	81,871	80,375	77,500	80,500
<i>Repairs and Maintenance</i>	98,079	97,000	94,000	102,000
<i>Services and Charges</i>	9,346	12,400	11,200	11,240
<i>Conferenecs, Training, & Dues</i>	1,053	1,240	240	1,200
<i>Operating Exp Subtotal</i>	223,068	214,515	203,600	218,620
<i>Division Total</i>	530,804	529,355	519,560	514,054

Equipment Maintenance

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$15,301 lower — a decrease of 2.9 percent — compared to budgeted expenditures for FY20.*
- *The variance is attributable to decreases in projected personnel costs.*
- *Division FTEs remain unchanged.*
- *Approximately 57.5 percent of division expenditures are personnel related.*
- *Supplies costs for Public Works and Administrative vehicles are 4.6 percent of division expenditures.*
- *Vehicle fuel costs account for 15.6 percent of division expenditures. The expenditure for gasoline is \$17,500 and diesel is \$63,000. Police vehicle fuel costs are included in the Police budget.*
- *Repair and maintenance costs account for 19.8 percent of division expenditures and include repair materials (\$45,000), outside labor and parts (\$35,000), and tires and batteries (\$22,000). Costs for Police vehicle repair, maintenance, and outside labor is included in the Police Department budget.*
- *Services and charges account for 2.2 percent of division expenditures and include annual certifications and testing for the fuel pumps and storage tanks, fuel pump repairs, emission tests, and uniform rental.*
- *Conferences and training account for 0.2 percent of division expenditures.*

Division Purpose:

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

Management Objectives:

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

Right-of-Way Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	8.00	7.00	7.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	8.00	7.00	7.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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>	3.00	3.00
<i>Division Total FTEs</i>	7.00	7.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Right-of-Way Maintenance</i>	1,135,744	962,332	1,124,605	973,390
<i>Division Total</i>	1,135,744	962,332	1,124,605	973,390

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	442,342	405,500	405,500	430,473
<i>Fringe Benefit</i>	178,438	170,500	170,500	185,000
<i>Car and Clothing Allowances</i>	3,727	3,150	3,150	3,800
<i>Overtime</i>	56,681	44,800	40,000	35,805
<i>Contractual Labor</i>	41,244	30,400	35,000	41,022
<i>Employee Recognition</i>	2,130	1,710	2,040	3,000
<i>Personnel Subtotal</i>	724,561	656,060	656,190	699,100
<i>Supplies</i>	127,537	141,650	104,000	143,790
<i>Services and Charges</i>	46,667	53,042	53,200	54,960
<i>Utilities</i>	236,604	109,580	310,000	73,540
<i>Conferenecs, Training, & Dues</i>	375	2,000	1,215	2,000
<i>Operating Exp Subtotal</i>	411,183	306,272	468,415	274,290
<i>Division Total</i>	1,135,744	962,332	1,124,605	973,390

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$11,058 higher – an increase of 1.1 percent – compared to budgeted expenditures for FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 71.8 percent of division expenditures are personnel related. In addition to the full-time staff, the expenditure includes 12 seasonal laborers for 5 weeks of leaf collection, and 2,100 hours of temporary assistance over the spring, summer, and fall.*
- *Approximately 14.7 percent of division expenditures are related to supplies. Expenses include park and roadway maintenance repair materials (\$54,000), snow response supplies (\$45,700), leaf collection (\$26,850), sign materials (\$9,440), and tools and equipment (\$7,800).*
- *Services and charges account for approximately 5.6 percent of division expenditures. This category includes contractual services (\$17,760), equipment repair charges (\$22,500), disposal costs (\$6,000), and equipment and uniform rental charges (\$8,700).*
- *Utility expenditures account for 7.5 percent of division expenditures and include charges for street lighting (\$70,040) and park lighting (\$3,500). This expenditure is significantly reduced from prior years as a result of the LED street light conversion.*
- *Conference and training costs account for 0.2 percent of expenditures.*

Solid Waste Maintenance

Division Purpose:

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

Additional Services:

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

Performance/Workload Measures:

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

Solid Waste Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</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 FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Solid Waste Management</i>	1,091,958	1,110,894	1,222,975	1,210,047
<i>Division Total</i>	1,091,958	1,110,894	1,222,975	1,210,047

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	437,137	500,000	500,000	534,523
<i>Car and Clothing Allowances</i>	3,514	4,500	4,275	5,500
<i>Fringe Benefits</i>	175,942	204,500	204,500	218,000
<i>Overtime</i>	48,506	28,135	40,000	35,200
<i>Contractual Labor</i>	78,217	10,000	75,000	10,000
<i>Employee Recognition</i>	3,270	1,800	2,300	-
<i>Personnel Subtotal</i>	746,587	748,935	826,075	803,223
<i>Supplies</i>	10,963	39,684	39,000	22,700
<i>Services and Charges</i>	321,504	308,575	345,400	369,224
<i>Office Expenditures</i>	12,904	12,500	12,500	13,700
<i>Conferenecs, Training, & Dues</i>	-	1,200	-	1,200
<i>Operating Exp Subtotal</i>	345,372	361,959	396,900	406,824
<i>Division Total</i>	1,091,958	1,110,894	1,222,975	1,210,047

Solid Waste Maintenance

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$99,153 higher – an increase of 8.9 percent – compared to budgeted expenditures for FY20 due to increased personnel costs and processing charges for recycling processing.*
- *Division FTEs remain the same.*
- *Approximately 66.4 percent of division expenditures are personnel related.*
- *Supplies account for 1.9 percent of division expenditures, the major portion of which is for replacement disposal containers for the right of way.*
- *Services and charges account for 30.5 percent of division expenditures and include disposal and/or processing of materials, including \$197,824 for disposal fees for solid waste and \$9,000 for the annual household hazardous waste drop-off disposal. Recycling expenditures include \$120,000 for recycling processing, \$14,000 for food waste processing, \$20,000 for yard waste processing, and \$5,000 for computer and electronics processing.*
- *Training costs account for 0.1 percent of division expenditures.*
- *A breakdown of the Solid Waste Maintenance expenditures by functional area is as follows:*
 - *Trash Collection: \$658,974 (54%) 3,200 lbs (61.5%)*
 - *Recycling: \$277,416 (23%) 1,300 lbs (25%)*
 - *Yard Waste: \$181,323 (15%) 400 lbs (7.7%) **
 - *Food Waste: \$92,334 (8%) 300 lbs (5.8%)*

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

Division Purpose:

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

Management Objectives:

- Oversee the public outreach and implementation of Sustainability programs.
- Develop implementation plans for the priority strategies and concepts in the "2020 Climate Emergency Response Resolution".
- Maintain the City's status as Sustainable Maryland Certified
- Complete annual reporting to the Carbon Disclosure Project as required by the Global Conference of Mayors
- Develop programs to assist low income residents, businesses and multi-family properties with energy efficiency improvements.
- Identify new programs to improve sustainability, reduce energy use, and build resiliency.

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
# of homes Green Homes certified	30	0	0	0
# of energy audits completed	2	10	18	20
# of energy efficiency rebates provided	2	10	3	10
# of low/moderate income homes receiving assistance	5	20	15	10
# of Multi-Family energy projects provided support	1	7	3	5
# of new accounts buying 100% renewable energy (Green Energy Challenge)	50	602	-	-
# of businesses provided support for energy efficiency or green energy	-	-	-	5
# of public engagement events on climate/sustainability	-	-	15	20

Sustainability

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Sustainable Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Sustainability</i>	3,374	488,130	359,135	407,339
<i>Division Total</i>	3,374	488,130	359,135	407,339

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	-	117,500	113,500	140,964
<i>Fringe Benefits</i>	-	46,500	46,500	53,300
<i>Overtime</i>	-	-	-	-
<i>Employee Recognition</i>	-	60	60	-
<i>Personnel Subtotal</i>	-	164,060	160,060	194,264
<i>Services and Charges</i>	3,374	305,995	181,000	185,000
<i>Conferenecs, Training, & Dues</i>	-	3,075	3,075	3,075
<i>Special Events & Programs</i>	-	15,000	15,000	25,000
<i>Operating Exp Subtotal</i>	3,374	324,070	199,075	213,075
<i>Division Total</i>	3,374	488,130	359,135	407,339

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$128,995 lower than budget.*
- *The variance is due to slower than anticipated roll out of new programs and incentives for energy efficiency measure and lower than anticipated rebate payments. Unspent funds from FY19 were carried into FY20 to provide additional funding that was not able to be put into use.*

FY21 Budget Highlights:

- *Projected Division expenditures are \$80,791 lower — a decrease of 16.5 percent — compared to budgeted expenditures for FY20 due to reduced funding levels in contracted services (FY20 budget included \$305,995, compared to \$185,000 in FY21).*
- *Division FTEs remain the same. Additional funding to increase the intern position from part-time to full-time has been added.*
- *Approximately 47.7 percent of division expenditures are personnel related.*
- *Services and charges account for 45.4 percent of division expenditures and include funding for rebates for businesses (\$20,000), low and moderate income efficiency rebates (\$40,000), funding for multi-family efficiency projects (\$70,000), and residential rebates (\$5,000). Additionally there are funds included for outreach, collaboration, and public education (\$50,000).*
- *Conferences and Association Dues account for 0.7 percent of division expenditures.*
- *Special Events account for six percent of division expenditures.*

Vegetation Management

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Vegetation Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	3.00	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	4.00	4.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Vegetation Management Supervisor</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	3.00	3.00
<i>Division Total FTEs</i>	4.00	4.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Gardens</i>	219,317	426,240	343,945	424,896
<i>Division Total</i>	219,317	426,240	343,945	424,896

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	90,824	248,520	150,000	225,896
<i>Fringe Benefits</i>	46,007	115,500	79,500	118,000
<i>Overtime</i>	9,501	8,500	10,000	9,700
<i>Car and Clothing Allowances</i>	900	1,850	1,125	2,200
<i>Contractual Labor</i>	47,302	21,750	75,000	39,500
<i>Employee Recognition</i>	60	1,120	1,120	-
<i>Personnel Subtotal</i>	194,594	397,240	316,745	395,296
<i>Supplies</i>	22,049	25,000	24,000	25,000
<i>Services and Charges</i>	635	1,000	1,000	1,400
<i>Utilities</i>	943	1,000	1,200	1,200
<i>Conferences, Training, & Dues</i>	1,097	2,000	1,000	2,000
<i>Operating Exp Subtotal</i>	24,723	29,000	27,200	29,600
<i>Division Total</i>	219,317	426,240	343,945	424,896

Vegetation Management

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$1,344 lower — a decrease of 0.3 percent — compared to budgeted expenditures for FY20.*
- *Division FTEs remain the same.*
- *Approximately 93 percent of division expenditures are personnel related.*
- *Supplies comprise about 5.9 percent of division expenditures and include items such as plants, rocks, mulch, soil, and garden tools.*
- *Services and Charges, Utility (water) expenditures, and Training represent 1.9 percent combined.*

Division Purpose:

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

Management Initiatives:

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

Performance/Workload Measures:

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

Urban Forest

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Urban Forest Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Urban Forest</i>	264,852	285,330	282,436	324,000
<i>Division Total</i>	264,852	285,330	282,436	324,000

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	86,815	89,000	75,606	97,600
<i>Fringe Benefits</i>	25,758	26,000	26,000	25,000
<i>Overtime</i>	7,417	2,000	4,000	2,000
<i>Car and Clothing Allowances</i>	450	450	450	550
<i>Employee Recognition</i>	30	30	30	-
<i>Personnel Subtotal</i>	120,469	117,480	106,086	125,150
<i>Supplies</i>	1,749	1,000	1,000	2,000
<i>Services and Charges</i>	142,219	164,000	175,000	195,000
<i>Conferences, Training, & Dues</i>	415	1,850	350	1,850
<i>Operating Exp Subtotal</i>	144,383	167,850	176,350	198,850
<i>Division Total</i>	264,852	285,330	282,436	324,000

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to be \$2,894 lower than budget.*

FY21 Budget Highlights:

- *Division expenditures are \$38,670 higher — an increase of 13.5 percent — compared to budgeted expenditures for FY20. The variance is attributable to increased budget for tree maintenance and the addition of intern hours.*
- *FTEs remain unchanged, however funding for an intern for 23 weeks has been added.*
- *Approximately 38.6 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for 0.6 percent of division expenditures.*
- *Services and charges account for approximately 60.2 percent of division expenditures and include tree maintenance (\$120,000) and tree planting (\$25,000 on public property and \$15,000 on private property), consulting services (\$5,000), and funds for implementation of the tree canopy goal or additional tree inventory (\$30,000).*
- *Conferences and Association Dues account for approximately 0.6 percent of division expenditures.*

City Engineer

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Miles of road resurfaced	1.05	.90	1.5	1
Square yards of new sidewalk constructed**	308	8,476	4,087	1,250
Square yards of sidewalk repaired	1,463	197	1,146	500
Permits processed***	101	101	99	95

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

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

Sidewalk Projects For FY21:

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

<i>Staffing Summary</i>	<i>Actual</i>	<i>Adopted</i>	<i>Proposed</i>
<i>by Position Type (FTEs)</i>	<i>FY19</i>	<i>FY20</i>	<i>FY21</i>
<i>FTEs with benefits</i>	<i>1.85</i>	<i>1.85</i>	<i>1.25</i>
<i>FTEs without benefits</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Division Total</i>	<i>1.85</i>	<i>1.85</i>	<i>1.25</i>

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>City Engineer</i>	<i>0.50</i>	<i>0.50</i>
<i>Public Works Projects Coordinator</i>	<i>0.60</i>	<i>-</i>
<i>Field Construction Manager</i>	<i>0.75</i>	<i>0.75</i>
<i>Division Total FTEs</i>	<i>1.85</i>	<i>1.25</i>

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>City Engineer</i>	<i>326,716</i>	<i>328,968</i>	<i>296,962</i>	<i>289,718</i>
<i>Division Total</i>	<i>326,716</i>	<i>328,968</i>	<i>296,962</i>	<i>289,718</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	<i>152,417</i>	<i>156,500</i>	<i>134,601</i>	<i>118,168</i>
<i>Fringe Benefits</i>	<i>60,329</i>	<i>69,000</i>	<i>59,000</i>	<i>49,000</i>
<i>Overtime</i>	<i>1,567</i>	<i>1,000</i>	<i>55</i>	<i>-</i>
<i>Car & Clothing Allowance</i>	<i>338</i>	<i>338</i>	<i>169</i>	<i>550</i>
<i>Employee Recognition</i>	<i>90</i>	<i>1,181</i>	<i>2,060</i>	<i>-</i>
<i>Personnel Subtotal</i>	<i>214,740</i>	<i>228,018</i>	<i>195,885</i>	<i>167,718</i>
<i>Services and Charges</i>	<i>111,976</i>	<i>97,500</i>	<i>97,500</i>	<i>117,500</i>
<i>Conferenecs, Training, & Dues</i>	<i>-</i>	<i>3,450</i>	<i>3,577</i>	<i>4,500</i>
<i>Operating Exp Subtotal</i>	<i>111,976</i>	<i>100,950</i>	<i>101,077</i>	<i>122,000</i>
<i>Division Total</i>	<i>326,716</i>	<i>328,968</i>	<i>296,962</i>	<i>289,718</i>

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$39,250 lower — a decrease of 12 percent — compared to budgeted expenditures for FY20.*
- *The variance is due to the elimination of the Special Project Coordinator position which had 60% of its costs charged to the City Engineer budget. This position has been transitioned to the proposed Deputy Public Works Director position in the Administrative Division.*
- *Approximately 58 percent of division expenditures are personnel related.*
- *Approximately 40.5 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking, and miscellaneous concrete repairs (\$100,000).*
- *Conferences and dues account for 1.5 percent of division expenditures.*

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City of Takoma Park



Egg Hunt Hug

Recreation

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Department Summary

Department Overview:

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

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	4.00	4.00	3.50
<i>Outreach</i>	2.94	2.94	3.08
<i>Takoma Park Recreation Center</i>	3.16	3.16	3.41
<i>Community Programs</i>	2.33	2.33	2.37
<i>Athletic Fields and Facilities</i>	-	-	-
<i>Camps</i>	1.37	1.37	1.37
<i>Before and After School Programs</i>	2.37	2.37	2.37
<i>Community Center</i>	4.36	4.36	4.86
<i>Department Total FTEs</i>	20.53	20.53	20.96

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Takoma / Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020
<i>Program / Service Charges</i>	615,539	583,535	602,943	640,110
<i>Subtotal</i>	700,559	668,555	687,963	725,130
<i>General Fund</i>	1,206,783	1,393,917	1,364,441	1,399,562
<i>Department Total</i>	1,907,342	2,062,472	2,052,404	2,124,692

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	1,082,914	1,137,284	1,137,284	1,199,994
<i>Fringe Benefits</i>	329,817	366,000	366,000	359,304
<i>Overtime</i>	7,951	9,200	9,200	10,500
<i>Employee Recognition</i>	2,575	2,710	3,130	1,000
<i>Personnel Subtotal</i>	1,423,257	1,515,194	1,515,614	1,570,797
<i>Supplies</i>	29,482	34,400	34,065	36,400
<i>Computer Expenditures</i>	4,736	8,700	8,700	2,500
<i>Services and Charges</i>	294,241	318,558	311,986	333,620
<i>Communications</i>	7,077	9,500	7,300	8,400
<i>Office Expenditures</i>	11,708	5,700	5,786	5,700
<i>Conferences, Training, & Dues</i>	16,272	19,645	19,345	14,900
<i>Special Events & Programs</i>	120,570	150,775	149,608	152,375
<i>Operating Exp Subtotal</i>	484,086	547,278	536,790	553,895
<i>Department Total</i>	1,907,342	2,062,472	2,052,404	2,124,692

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	541,332	578,473	570,258	531,068
<i>Outreach</i>	253,975	299,420	299,203	311,001
<i>Takoma Park Recreation Center</i>	183,505	191,904	192,293	215,278
<i>Community Programs</i>	215,036	245,535	244,165	254,579
<i>Athletic Fields and Facilities</i>	82,180	77,700	77,675	84,700
<i>Camps</i>	125,308	131,630	131,605	141,805
<i>Before and After School Programs</i>	114,011	122,550	122,639	133,569
<i>Community Center</i>	391,995	415,260	414,566	452,693
<i>Department Total</i>	1,907,342	2,062,472	2,052,404	2,124,692

Department Summary

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Departmental expenditures are \$62,220 higher – an increase of 3 percent – compared to budgeted expenditures for FY20.*
- *Departmental FTEs increase by 0.43 from 20.53 to 20.96*
- *Approximately 73.9 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$55,603 compared to budgeted expenditures for FY20.*
- *Services and charges account for about 15.7 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$53,500), contractual program instruction (\$80,900), and rental of school facilities (\$27,000).*
- *Expenditures related to special events and programs comprise approximately 7.2 percent of departmental expenditures. This category includes the cost of the Celebrate Takoma portion of the Independence Day Celebration (\$10,000), Monster Bash (\$11,000), Egg Hunt (\$5,000), Outdoor Movies (\$2,425), Community Center Classes (\$80,900) and classes at the Takoma Park Recreation Center (\$17,500).*

Division Purpose:

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

Management Objectives:

- *Continue to provide diversity training and implement procedures that present the City as a welcoming environment for all.*
- *Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.*
- *Expand marketing materials (for select programs) in Spanish, Amharic and French in order to increase participation.*
- *Ensure all career staff receive training and professional development through the National Recreation and Parks Association and the Maryland Recreation and Parks Association.*
- *Continue to partner with local organizations to provide leisure opportunities to people with differing abilities.*

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	4.00	4.00	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.00	4.00	3.50

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Director</i>	1.00	1.00
<i>Assistant Recreation Director</i>	1.00	1.00
<i>Administrative Assistant I</i>	1.00	0.50
<i>Customer Service & Passport Technician</i>	1.00	1.00
<i>Division Total FTEs</i>	4.00	3.50

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Administration</i>	541,332	578,473	570,258	531,068
<i>Division Total</i>	541,332	578,473	570,258	531,068

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	328,021	340,500	340,500	325,068
<i>Fringe Benefits</i>	130,815	132,500	132,500	115,500
<i>Overtime</i>	1,362	1,000	1,000	1,000
<i>Employee Recognition</i>	120	120	120	1,000
<i>Personnel Subtotal</i>	460,318	474,120	474,120	438,568
<i>Supplies</i>	4,942	4,300	4,200	4,300
<i>Computer Expenditures</i>	4,736	7,200	7,200	2,000
<i>Services and Charges</i>	46,680	66,008	60,443	66,300
<i>Communications</i>	7,077	8,900	6,700	6,700
<i>Office Expenditures</i>	2,022	1,000	950	1,000
<i>Conferences, Training, & Dues</i>	15,557	16,945	16,645	12,200
<i>Operating Exp Subtotal</i>	81,014	104,353	96,138	92,500
<i>Division Total</i>	541,332	578,473	570,258	531,068

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$47,405 less — a decrease of 8.2 percent — compared to budgeted expenditures for FY20. The variance is attributable to expenditures related to personnel, and conferences and training.*
- *Division FTEs decrease by .50 which is attributable to sharing an Administrative Assistant with the Finance Department.*
- *Approximately 82.6 percent of division expenditures are personnel related.*
- *Services and charges represent about 12.5 percent of division expenditures. This category includes such expenses as postage, advertising, and the printing and design of the Summer Camp brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$36,000).*
- *Expenditures categorized as conferences, training and dues account for about 2.3 percent of division expenditures. This category includes expenses such as staff training, Maryland Recreation and Parks and National Recreation and Parks Associations conference attendance, and association dues.*

Division Purpose:

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

Management Objectives:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	2.00	2.00	2.00
<i>FTEs without benefits</i>	0.94	0.94	1.08
<i>Division Total</i>	2.94	2.94	3.08

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Supervisor I</i>	1.00	1.00
<i>Youth Success Coordinator</i>	1.00	1.00
<i>Summer Youth Seasonal Staff</i>	0.94	1.08
<i>Division Total FTEs</i>	2.94	3.08

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Outreach</i>	253,975	299,420	299,203	311,001
<i>Division Total</i>	253,975	299,420	299,203	311,001

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	160,930	182,300	182,300	195,591
<i>Fringe Benefits</i>	40,400	56,500	56,500	52,308
<i>Overtime</i>	105	500	500	500
<i>Employee Recognition</i>	120	120	120	-
<i>Personnel Subtotal</i>	201,556	239,420	239,420	248,399
<i>Supplies</i>	7,387	6,000	5,895	6,000
<i>Services and Charges</i>	11,359	12,600	12,585	15,600
<i>Office Expenditures</i>	3,366	1,000	958	1,000
<i>Special Events & Programs</i>	30,307	40,400	40,345	40,000
<i>Operating Exp Subtotal</i>	52,419	60,000	59,783	62,600
<i>Division Total</i>	253,975	299,420	299,203	311,001

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$11,581 more – an increase of 3.9 percent – compared to budgeted expenditures for FY20.*
- *Division FTEs increase by 0.14 which is attributable to adding part-time staff for Youth Success.*
- *Approximately 80 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 (\$10,000).*
- *Expenditures categorized as special events and programs account for about 12.9 percent of division expenditures. This classification includes certain programmatic costs, such as youth success, including health & fitness and e-sports (\$25,000), special events (\$1,950), classes (\$3,500), and trips (\$1,800).*

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

Takoma Park Recreation Center

Division Purpose:

The City assumed ownership of the Takoma Park Recreation Center located on New Hampshire Avenue in FY20. The City receives an operating payment from the County (\$85,020) that covers only about 39.4% of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$130,258.

Management Objectives:

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

Performance/Workload Measures:

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

Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	1.00	1.00	1.00
<i>FTEs without benefits</i>	2.16	2.16	2.41
<i>Division Total</i>	3.16	3.16	3.41

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Supervisor I</i>	1.00	1.00
<i>Part-time Staff</i>	2.16	2.41
<i>Division Total FTEs</i>	3.16	3.41

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Takoma Park Recreation Center</i>	183,505	191,904	192,293	215,278
<i>Division Total</i>	183,505	191,904	192,293	215,278

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	120,179	123,824	123,824	141,578
<i>Fringe Benefits</i>	28,623	27,000	27,000	29,700
<i>Overtime</i>	743	1,200	1,200	2,000
<i>Employee Recognition</i>	744	180	570	-
<i>Personnel Subtotal</i>	150,289	152,204	152,594	173,278
<i>Supplies</i>	5,053	4,750	4,700	5,750
<i>Computer Expenditures</i>	-	500	500	500
<i>Services and Charges</i>	21,795	23,500	23,375	24,700
<i>Communications</i>	-	600	600	1,700
<i>Office Expenditures</i>	2,202	1,200	1,378	1,200
<i>Special Events & Programs</i>	4,166	9,150	9,146	8,150
<i>Operating Exp Subtotal</i>	33,216	39,700	39,699	42,000
<i>Division Total</i>	183,505	191,904	192,293	215,278

Takoma Park Recreation Center

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$23,374 higher – an increase of 12.2 percent – compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to personnel costs.*
- *Division FTEs increase by 0.25 for part-time staff hours.*
- *Approximately 80.5 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 11.5 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and transportation (\$4,250).*
- *Expenditures categorized as special events and programs account for about 3.8 percent of division expenditures. This classification includes certain programmatic costs such as teens, trips and programs, and expenditures for department sponsored special events.*

Community Programs

Division Purpose:

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

Management Objectives:

- *Establish a drop-in pickleball program at the Recreation Center for adults and seniors.*
- *Create an additional age-based division in the Futsal league to better align age and skill level of participants.*
- *Enhance the programing and activities offered at the annual Egg Hunt and Monster Bash.*

Performance/Workload Measures:

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

Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	1.50	1.50	1.50
<i>FTEs without benefits</i>	0.83	0.83	0.87
<i>Division Total</i>	2.33	2.33	2.37

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Program Manager II</i>	1.00	1.00
<i>Recreation Specialist</i>	0.50	0.50
<i>Seasonal Staff</i>	0.83	0.87
<i>Division Total FTEs</i>	2.33	2.37

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Community Programs</i>	215,036	245,535	244,165	254,579
<i>Division Total</i>	215,036	245,535	244,165	254,579

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	117,530	129,000	129,000	135,431
<i>Fringe Benefits</i>	31,691	42,000	42,000	40,723
<i>Overtime</i>	5,056	2,500	2,500	2,500
<i>Employee Recognition</i>	461	360	360	-
<i>Personnel Subtotal</i>	154,737	173,860	173,860	178,654
<i>Supplies</i>	54	700	700	700
<i>Services and Charges</i>	8,909	11,250	11,230	12,500
<i>Special Events & Programs</i>	51,336	59,725	58,375	62,725
<i>Operating Exp Subtotal</i>	60,299	71,675	70,305	75,925
<i>Division Total</i>	215,036	245,535	244,165	254,579

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$9,044 higher – an increase of 3.7 percent – compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to an increase in personnel costs and an increase in sports (Futsal and Pickleball).*
- *Division FTEs increase by .04*
- *Approximately 70.1 percent of division expenditures are personnel related.*
- *Expenditures categorized as special events and programs account for approximately 24.6 percent of division expenditures. This classification includes expenditures for department-sponsored special events such as the Monster Bash Parade, Egg Hunt, Celebrate Takoma, outdoor movies, and sports programs.*

Athletic Fields & Facilities

Division Purpose:

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

Management Objectives:

- Continue landscape maintenance for Lee Jordan and Ed Wilhelm fields.
- Establish a turf management plan for the Bermuda grass that was installed at Ed Wilhelm field.
- Continue to work with MCPS regarding Lee Jordan field use during construction of the Takoma Park Middle School.
- Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction.

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of Resident Rentals at TPCC	140	135	137	100
Number of Non-Resident Rentals at TPCC	30	26	27	15
Percentage of days used at TPCC	74%	85%	71%	75%
Number of Resident Rentals at TPRC	43		26	40
Number of Non-Resident Rentals at TPRC	30	40	15	20
Percentage of days used at TPRC	80%	80%	70%	80%
Number of Resident Rentals at Heffner	54	47	66	70
Number of Non-Resident Rentals at Heffner	15	12	17	20
Percentage of days used at Heffner	75%	84%	80%	80%

Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	-	-	-
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	-	-	-

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
	-	-
<i>Division Total FTEs</i>	-	-

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Athletic Fields and Facilities</i>	82,180	77,700	77,675	84,700
<i>Division Total</i>	82,180	77,700	77,675	84,700

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Services and Charges</i>	82,180	77,700	77,675	84,700
<i>Operating Exp Subtotal</i>	82,180	77,700	77,675	84,700
<i>Division Total</i>	82,180	77,700	77,675	84,700

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$7,000 higher — an increase of 9 percent — compared to budgeted expenditures for FY20. The variance is attributable to an increase in Community Use of Public Facilities (CUPF) rentals for anticipated library construction.*
- *Division FTEs remain the same.*
- *Services and charges represent 100 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$57,500) and monies paid to Community Use of Public Facilities (CUPF) 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 the New Ave Adventure Camp, located at the Takoma Park Recreation Center, Camp Takoma at the Community Center, and a variety of specialty camps.

Management Objectives:

- *Maintain customer satisfaction with camp programs and receive 90 percent or better rate of return for surveys.*
- *Explore adding a ½ day tot camp for ages 3-4.*
- *Continue to provide innovative specialty camps for a variety of interests.*

Performance/Workload Measures:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	0.5	0.5	0.5
<i>FTEs without benefits</i>	0.87	0.87	0.87
<i>Division Total</i>	1.37	1.37	1.37

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Supervisor I</i>	0.50	0.50
<i>Seasonal Staff</i>	0.87	0.87
<i>Division Total FTEs</i>	1.37	1.37

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Camps</i>	125,308	131,630	131,605	141,805
<i>Division Total</i>	125,308	131,630	131,605	141,805

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	54,318	58,200	58,200	62,885
<i>Fringe Benefits</i>	12,179	19,000	19,000	20,500
<i>Overtime</i>	378	1,000	1,000	1,000
<i>Employee Recognition</i>	415	330	330	-
<i>Personnel Subtotal</i>	67,290	78,530	78,530	84,385
<i>Supplies</i>	1,931	1,800	1,775	1,800
<i>Services and Charges</i>	50,533	44,200	44,200	48,520
<i>Conferences, Training, & Dues</i>	370	2,100	2,100	2,100
<i>Special Events & Programs</i>	5,184	5,000	5,000	5,000
<i>Operating Exp Subtotal</i>	58,017	53,100	53,075	57,420
<i>Division Total</i>	125,308	131,630	131,605	141,805

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$10,175 higher – an increase of 7.7 percent – compared to budgeted expenditures for FY20.*
- *Approximately 59.5 percent of division expenditures are personnel related.*
- *Division FTEs remain the same.*
- *Services and charges represent about 34.2 percent of division expenditures. This category includes contractual costs for camp instructors, special programs and transportation.*
- *Expenditures categorized as special events and programs account for approximately 3.5 percent of division expenditures. This category includes certain programmatic costs such as entry fees.*

Before & After School Programs

Division Purpose:

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

Management Objectives:

- *Maintain customer satisfaction with the before and after-school care programs and receive 85 percent or better rate of return for surveys.*
- *Explore partnerships to increase the amount of healthy snack options.*
- *Provide additional emergency training opportunities for program staff.*

Performance/Workload Measures:

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

Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	0.50	0.50	0.50
<i>FTEs without benefits</i>	1.87	1.87	1.87
<i>Division Total</i>	2.37	2.37	2.37

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Supervisor I</i>	0.50	0.50
<i>Part-time Staff</i>	1.87	1.87
<i>Division Total FTEs</i>	2.37	2.37

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Before and After School Programs</i>	114,011	122,550	122,639	133,569
<i>Division Total</i>	114,011	122,550	122,639	133,569

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	85,208	87,460	87,460	95,219
<i>Fringe Benefits</i>	20,547	25,500	25,500	27,500
<i>Overtime</i>	95	1,000	1,000	1,500
<i>Employee Recognition</i>	355	240	240	-
<i>Personnel Subtotal</i>	106,205	114,200	114,200	124,219
<i>Supplies</i>	5,489	5,850	5,845	6,850
<i>Services and Charges</i>	500	400	400	400
<i>Conferences, Training, & Dues</i>	345	600	600	600
<i>Special Events & Programs</i>	1,473	1,500	1,594	1,500
<i>Operating Exp Subtotal</i>	7,806	8,350	8,439	9,350
<i>Division Total</i>	114,011	122,550	122,639	133,569

Before & After School Programs

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$11,019 higher — an increase of about 9 percent — compared to budgeted expenditures for FY20.*
- *The variance is attributable to items related to personnel.*
- *Division FTEs remain the same.*
- *Approximately 93 percent of division expenditures are personnel related.*

Takoma Park Community Center

Division Purpose:

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

Management Objectives:

- *Continue to enhance and expand programming in the multi-media lab that encourages increased usage from youth, teens and seniors.*
- *Continue the 55+ Summer Camp program and maintain the maximum number of participants.*
- *Increase technology and computer classes for the 55+ population.*
- *Explore options to offer virtual programs to participants.*
- *Develop a new partnership focusing on health, wellness and nutrition for the 55+ population.*

Performance/Workload Measures:

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

Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	2.00	2.00	2.00
<i>FTEs without benefits</i>	2.36	2.36	2.86
<i>Division Total</i>	4.36	4.36	4.86

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Recreation Program Manager I</i>	1.00	1.00
<i>Recreation Coordinator II</i>	1.00	1.00
<i>Part-time Staff</i>	2.36	2.86
<i>Division Total FTEs</i>	4.36	4.86

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Community Center</i>	391,995	415,260	414,566	452,693
<i>Division Total</i>	391,995	415,260	414,566	452,693

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	216,728	216,000	216,000	244,222
<i>Fringe Benefits</i>	65,562	63,500	63,500	77,071
<i>Overtime</i>	212	2,000	2,000	2,000
<i>Employee Recognition</i>	360	1,360	1,390	-
<i>Personnel Subtotal</i>	282,861	282,860	282,890	323,293
<i>Supplies</i>	4,626	11,000	10,950	11,000
<i>Computer Expenditures</i>	-	1,000	1,000	-
<i>Services and Charges</i>	72,286	82,900	82,078	80,900
<i>Office Expenditures</i>	4,117	2,500	2,500	2,500
<i>Special Events & Programs</i>	28,105	35,000	35,148	35,000
<i>Operating Exp Subtotal</i>	109,134	132,400	131,676	129,400
<i>Division Total</i>	391,995	415,260	414,566	452,693

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$37,433 — an increase of 9 percent — compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to an increase in wages and fringe benefits.*
- *Approximately 71.4 percent of division expenditures are personnel related.*
- *Division FTEs increase by .5*
- *Services and charges represent about 17.9 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$80,900).*
- *Expenditures categorized as special events and programs account for 7.7 percent of division expenditures. This classification includes costs for senior programming (\$35,000).*



City of Takoma Park



Takoma Park

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Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, and the arts and humanities. Technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department support the Council's desire to expand local economic development programming, provide diverse affordable housing opportunities, and improve the quality of life of residents throughout the Takoma Park community. Historically these functions have been accounted for in three divisions: **HCD Administration, Planning and Development Services**, and **Housing and Community Services**. A fourth division – **Economic Development** – was added in FY19 to provide greater focus on the Council's economic development goals. In FY20, **Arts and Humanities** became its own division to provide a clearer breakdown of program costs.

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>HCD Administration</i>	1.50	1.50	2.00
<i>Economic Development</i>	1.00	1.00	1.00
<i>Arts and Humanities</i>	0.50	0.63	0.63
<i>Rent Stabilization</i>	-	-	-
<i>Planning and Development Services</i>	2.50	2.50	2.50
<i>Housing and Community Services</i>	4.00	4.50	4.50
<i>Department Total FTEs</i>	9.50	10.13	10.63

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Inspection Fees</i>	314,765	306,674	321,000	321,000
<i>Municipal Infraction Fees</i>	-	-	-	-
<i>Subtotal</i>	314,765	306,674	321,000	321,000
<i>General Fund</i>	1,140,645	1,615,754	1,638,112	1,763,624
<i>Department Total</i>	1,455,410	1,922,428	1,959,112	2,084,624

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	720,506	866,970	902,530	1,044,899
<i>Fringe Benefits</i>	226,190	273,200	319,700	357,160
<i>Overtime</i>	19,956	12,000	18,675	11,300
<i>Employee Recognition</i>	405	3,510	3,510	-
<i>Personnel Subtotal</i>	967,057	1,155,680	1,244,415	1,413,359
<i>Supplies</i>	4,838	36,446	35,346	27,000
<i>Computer Expenditures</i>	5,781	10,100	10,100	-
<i>Services and Charges</i>	420,571	627,451	589,973	560,119
<i>Communications</i>	4,821	9,452	9,452	5,296
<i>Office Expenditures</i>	1,645	7,800	7,450	6,600
<i>Conferences, Training, & Dues</i>	17,860	48,105	34,982	42,350
<i>Special Events & Programs</i>	32,837	27,394	27,394	29,900
<i>Operating Exp Subtotal</i>	488,353	766,748	714,697	671,265
<i>Department Total</i>	1,455,410	1,922,428	1,959,112	2,084,624

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>HCD Administration</i>	299,123	183,880	184,762	336,221
<i>Economic Development</i>	141,820	406,015	406,190	324,040
<i>Arts and Humanities</i>	1,295	88,360	84,860	91,667
<i>Rent Stabilization</i>	-	-	-	-
<i>Planning and Development Services</i>	334,033	409,490	453,990	446,877
<i>Housing and Community Services</i>	679,139	834,683	829,310	885,819
<i>Department Total</i>	1,455,410	1,922,428	1,959,112	2,084,624

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$36,684 more than budgeted or 1.9 percent over the approved FY20 budget.*
- *The variance is primarily attributable personnel costs in wages, fringe benefits, and overtime, though there were small savings in several budget lines across the department.*

FY21 Budget Highlights:

- *Departmental expenditures in FY21 are \$162,196 higher – an increase of 8.4 percent – compared to expenditures for FY20.*
- *The variance is primarily attributable to the increase in the budget to a full-year HCD Director, an increase in the administrative assistant from a .5 FTE to 1 FTE, and the addition of an intern to assist in the Housing division. Previously the administrative assistant position was shared between two departments.*
- *Departmental FTEs increase by 0.5 due to an increase in hours for the administrative assistant in the Housing and Community Services division.*
- *Approximately 67.8 percent of departmental expenditures are personnel related.*
- *Services and charges account for 26.9 percent of departmental expenditures. Expenditures in this category include rental-housing inspection services provided by Montgomery County (\$257,078), contractual costs for economic development services in the Main Street Takoma and Takoma Langley Crossroads commercial areas (\$73,000), and other miscellaneous contractual costs.*
- *Supplies, computer expenditures, communication, and office expenditures comprise \$38,896, or approximately 1.9 percent of the budget.*
- *Special events and programs account for about 1.4 percent of department expenditures. This category includes budget for programs such as transportation-pedestrian projects and Takoma Park Arts.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	1.50	1.50	2.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.50	1.50	2.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Director of Housing & Community Development</i>	1.00	1.00
<i>Admin Assistant</i>	0.50	1.00
<i>Division Total FTEs</i>	1.50	2.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>HCD Administration</i>	299,123	183,880	184,762	336,221
<i>Division Total</i>	299,123	183,880	184,762	336,221

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	190,589	89,440	125,000	208,109
<i>Fringe Benefits</i>	61,166	26,500	26,500	84,000
<i>Overtime</i>	5,712	1,000	1,000	1,000
<i>Employee Recognition</i>	105	60	60	-
<i>Personnel Subtotal</i>	257,572	117,000	152,560	293,109
<i>Supplies</i>	4,529	2,700	1,600	2,000
<i>Computer Expenditures</i>	5,781	10,100	10,100	-
<i>Services and Charges</i>	23,149	43,478	11,000	35,516
<i>Communications</i>	4,821	8,752	8,752	4,596
<i>Office Expenditures</i>	1,141	1,100	750	1,000
<i>Conferences, Training, & Dues</i>	2,130	750	-	-
<i>Operating Exp Subtotal</i>	41,551	66,880	32,202	43,112
<i>Division Total</i>	299,123	183,880	184,762	336,221

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$152,341 higher – an increase of 82.8 percent – compared to the budgeted expenditures of FY20.*
- *The variance is primarily attributable to the increase in the budget to a full-year HCD Director position and an increase in the administrative assistant from a .5 FTE to 1 FTE. Previously the administrative assistant position was shared between two departments.*
- *Approximately 87.2 percent of division expenditures are personnel related.*
- *Services and charges represent 10.6 percent of division expenditures. This category includes copier lease costs and postage costs, as well as marketing for City programs associated with HCD programs.*
- *Supplies, computer expenditures, communication, and office expenditures comprise \$7,596, or approximately 2.3 percent of the budget.*

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:

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

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Economic Development Projects	0	0	3	3
Business Retention and Expansion Contacts	0	0	75	125
Individual Technical Support Contacts	0	0	5	5
Workforce Development Resource Partners	0	0	4	5

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	-	1.00	1.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	-	1.00	1.00

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Community Development Manager - Economic Development</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Economic Development</i>	-	406,015	406,190	324,040
<i>Division Total</i>	-	406,015	406,190	324,040

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	44,592	136,100	136,100	136,440
<i>Fringe Benefits</i>	14,264	41,000	41,000	43,000
<i>Overtime</i>	-	-	175	-
<i>Employee Recognition</i>	-	60	60	-
<i>Personnel Subtotal</i>	58,857	177,160	177,335	179,440
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	80,138	209,000	209,000	129,200
<i>Communication</i>	-	700	700	700
<i>Office Expenditures</i>	4	2,000	2,000	1,000
<i>Conferences, Training, & Dues</i>	2,821	17,155	17,155	13,700
<i>Operating Exp Subtotal</i>	82,963	228,855	228,855	144,600
<i>Division Total</i>	141,820	406,015	406,190	324,040

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$81,975 lower – a decrease of 20.2 percent – compared to the budgeted expenditures of FY20.*
- *The variance is primarily attributable to public health restrictions around travel and in-person meetings to stop the spread of the COVID-19 coronavirus. Additionally, personnel cost savings were realized through a delay in hiring the Economic Development Intern in the first quarter of FY20. Lastly, expenditures for the Takoma Park Recreation Center Community Engagement Process were a large percentage of the Contract budget line items with delayed spending due to the health crisis.*
- *Approximately 55.4 percent of Division expenditures are personnel related. FY21 will include an expenditure of a full year of salary and fringe benefits for the Community Development Manager for Economic Development and the salary for the Economic Development Intern.*
- *Division FTEs do not change.*
- *Services and charges represent 39.9 percent of division expenditures. This category includes contracts for economic development services with Main Street Takoma and Takoma Langley Crossroads CDA (\$73,500), Business Engagement (\$10,000), Community Engagement (\$10,000), Workforce Development (\$5,000), technical support for small businesses (\$5,000) and analytic and website services (\$9,500).*
- *Publicity, printing, meeting supplies, conferences, training and association dues comprise the remaining \$15,400 or approximately 4.8 percent of the total operating expenditures.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Arts & Humanities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	0.50	0.63	0.63
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.50	0.63	0.63

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Art Coordinator</i>	0.63	0.63
<i>Division Total FTEs</i>	0.63	0.63

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Arts and Humanities</i>	1,295	88,360	84,860	91,667
<i>Division Total</i>	1,295	88,360	84,860	91,667

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	890	56,130	56,130	58,957
<i>Fringe Benefits</i>	160	13,700	13,700	17,760
<i>Overtime</i>	205	1,000	2,500	500
<i>Employee Recognition</i>	-	60	60	-
<i>Personnel Subtotal</i>	1,254	70,890	72,390	77,217
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	33	12,820	7,820	8,700
<i>Office Expenditures</i>	8	1,800	1,800	1,800
<i>Conferences, Training, & Dues</i>	0	2,850	2,850	3,950
<i>Operating Exp Subtotal</i>	41	17,470	12,470	14,450
<i>Division Total</i>	1,295	88,360	84,860	91,667

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$3,307 higher – an increase of 3.7 percent – compared to the budgeted expenditures of FY20.*
- *Approximately 84.2 percent of division expenditures are personnel related.*
- *Services and charges represent 9.5 percent of division expenditures. Honoraria for performers represent 73.6 percent of services and charges expenditures. This category includes the Film Screening Series, the Lecture Series, the Poet Laureate, and Takoma Park Arts performances.*
- *Office expenditures and conferences, training, and dues sum up the remaining \$5,750 or 6.3 percent of the total operating expenditures.*

Planning & Development Services

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

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

Planning & Development Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	2.38	2.50	2.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.38	2.50	2.50

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Community Development Manager - Planning Planner</i>	1.00	1.00
<i>Special Program Coordinator</i>	0.50	0.50
<i>Division Total FTEs</i>	2.50	2.50

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Planning and Development Services</i>	334,033	409,490	453,990	446,877
<i>Division Total</i>	334,033	409,490	453,990	446,877

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	207,428	252,500	252,500	265,077
<i>Fringe Benefits</i>	63,226	53,500	100,000	93,000
<i>Overtime</i>	3,821	5,000	5,000	4,800
<i>Employee Recognition</i>	120	150	150	-
<i>Personnel Subtotal</i>	274,595	311,150	357,650	362,877
<i>Supplies</i>	309	33,746	33,746	25,000
<i>Services and Charges</i>	16,484	24,150	24,150	19,650
<i>Office Expenditures</i>	-	1,000	1,000	1,000
<i>Conferences, Training, & Dues</i>	10,883	14,750	12,750	11,150
<i>Special Events & Programs</i>	31,761	24,694	24,694	27,200
<i>Operating Exp Subtotal</i>	59,437	98,340	96,340	84,000
<i>Division Total</i>	334,033	409,490	453,990	446,877

Planning & Development Services

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$37,387 higher — an increase of 9.1 percent from the FY20 approved budget.*
- *The variance is primarily attributable to corrected costs in fringe benefits for personnel.*
- *Division FTEs do not change.*
- *Approximately 81.2 percent of division expenditures are personnel related.*
- *Supplies represent 5.6 percent of the budget.*
- *Services and charges are \$19,650, or 4.4 percent of division expenditures, a decrease of 18.6 percent from the FY20 approved budget. Included in this category are costs associated with contracts for technical services.*
- *Special Events and Programming account for 6.1 percent of the budget, which includes Transit-Pedestrian projects such as bike route improvements and Safe Routes to School program incentives (\$23,900) and the iCan Shine Camp (\$3,300).*

Division Purpose:

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

Management Objectives:

- *Implement the 2019 Housing and Economic Development Strategic Plan.*
- *Encourage the preservation and development of a diverse range of quality housing that is affordable across all income levels and in all neighborhoods.*
- *Facilitate public and private investment in the development of neighborhoods.*
- *Provide housing that appeals to a broader demographic including young adults, first-time homeowners, families with children, seniors seeking to age in the community, and individuals with disabilities.*
- *Increase individual and organizational capacity by:*
 - *Maintaining the long term affordability and physical condition of the existing housing stock*
 - *Providing additional support for tenant and condominium housing associations*
 - *Supporting additional housing opportunities available through accessory apartments*
 - *Revisiting rent stabilization amendments that support outside investments*
 - *Revising tenant opportunity to purchase law*
 - *Revising criteria for existing first-time homebuyer program*
 - *Incorporating financial literacy into existing homebuyer efforts*

Housing & Community Services

Performance/Workload Measures:

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

Housing & Community Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	4.00	4.50	4.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.00	4.50	4.50

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Community Development Manager - Housing Services</i>	1.00	1.00
<i>Housing Specialist</i>	1.00	1.00
<i>Licensing Specialist</i>	1.00	1.00
<i>L/T Mediator</i>	1.00	1.00
<i>Grants Coordinator</i>	0.50	0.50
<i>Division Total FTEs</i>	4.50	4.50

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Housing and Community Services</i>	679,139	834,683	829,310	885,819
<i>Division Total</i>	679,139	834,683	829,310	885,819

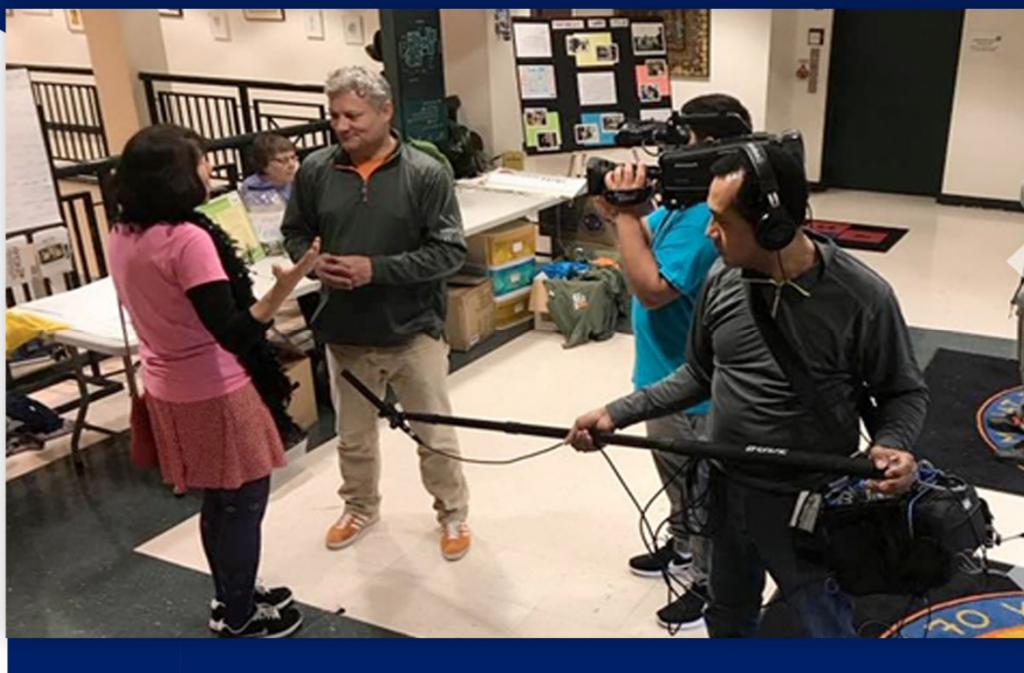
<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	277,008	332,800	332,800	376,316
<i>Fringe Benefits</i>	87,374	138,500	138,500	119,400
<i>Overtime</i>	10,217	5,000	10,000	5,000
<i>Employee Recognition</i>	180	3,180	3,180	-
<i>Personnel Subtotal</i>	374,779	479,480	484,480	500,716
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	300,767	338,003	338,003	367,053
<i>Office Expenditures</i>	492	1,900	1,900	1,800
<i>Conferences, Training, & Dues</i>	2,026	12,600	2,227	13,550
<i>Special Events & Programs</i>	1,076	2,700	2,700	2,700
<i>Operating Exp Subtotal</i>	304,360	355,203	344,830	385,103
<i>Division Total</i>	679,139	834,683	829,310	885,819

Adopted to Estimated Actual FY20:

- *Division expenditures are expected to decrease by \$5,373 or 0.6 percent from the adopted budget.*

FY21 Budget Highlights:

- *Division expenditures for FY21 are \$51,136 higher — an increase of 6.1 percent - compared to the FY20 adopted budget. This increase represents upcoming action items in support of the newly adopted Housing and Economic Development Strategic Plan.*
- *Personnel costs comprise 56.5 percent of the FY21 budget. The projected increase includes expansion of the Landlord and Tenant Mediator position to full-time from part-time and the costs associated with an increase in staff salaries and benefits. This added capacity has allowed staff to more comprehensively address the housing needs of residents and assist in the implementation of the draft Housing and Economic Development Strategic Plan.*
- *Operating expenditures represent \$385,103 or 43.5 percent of division expenditures include services and charges, office expenditures, conferences and training and special events.*
- *Services and charges comprise \$367,053 of the operating budget. The category also supports rental housing inspection and enforcement performed by the Housing Code Enforcement Section of the Department of Housing and Community Affairs (\$257,078); rent reporting services (\$45,000); moving our grants and learning management software to the cloud (\$10,600); and expanding our ability to serve resident associations (common-ownership and tenant associations) \$15,675; and additional assistance in the area of financial literacy workshops (\$2,000).*



CityTV Staff

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Department Summary

Department Overview:

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

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

City TV broadcasts City Council meetings live on cable television and via the City's website and social media. City TV staff provides technical audio and lighting services for events in the Community Center's Auditorium. Video from these and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed at any time through the video archive on the City's website. Staff also produce original magazine and talk shows that highlight community activities, issues and organizations. The Communications Specialist oversees the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor.

Management Objectives:

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

Department Summary

Performance/Workload Measures:

Measurement	Actual FY19	Estimated FY20	Proposed FY21
City TV Hours:	265.5 hrs	240 hrs	225 hrs
Original programming	105 hrs	100 hrs	100 hrs
Council meetings	111 hrs	100 hrs	110 hrs
Radio programming	49 hrs	40 hrs	45 hrs
Average number of website pages viewed per month (approx.)	43,000	43,000	43,000
Average number of website pages viewed per visit	2.47	2.47	2.75
Social media account followers (FB, Twitter)	6,100	6,100	8,000
Mobile users of website	37%	37%	40%

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>
<i>FTEs without benefits</i>	<i>1.75</i>	<i>1.50</i>	<i>1.83</i>
<i>Division Total</i>	<i>5.75</i>	<i>5.50</i>	<i>5.83</i>

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>TV Production Manager</i>	<i>1.00</i>	<i>1.00</i>
<i>Media Specialist</i>	<i>1.00</i>	<i>1.00</i>
<i>A/V Specialist</i>	<i>2.00</i>	<i>2.00</i>
<i>Part-time Communications Support</i>	<i>1.50</i>	<i>1.83</i>
<i>Division Total FTEs</i>	<i>5.50</i>	<i>5.83</i>

Department Summary

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Cable Franchise Fees</i>	231,298	221,000	221,000	214,000
<i>Cable Operating Grant</i>	422,957	417,000	417,000	404,000
<i>Subtotal</i>	654,255	638,000	638,000	618,000
<i>General Fund</i>	-146,386	-94,388	-97,249	23,008
<i>Department Total</i>	507,869	543,612	540,751	641,008

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Communications</i>	507,869	543,612	540,751	641,008
<i>Division Total</i>	507,869	543,612	540,751	641,008

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	286,090	303,500	303,500	369,830
<i>Fringe Benefits</i>	87,712	93,500	93,500	104,400
<i>Overtime</i>	6,635	7,000	7,000	12,000
<i>Employee Recognition</i>	860	420	510	2,000
<i>Personnel Subtotal</i>	381,297	404,420	404,510	488,230
<i>Supplies</i>	743	5,000	3,800	6,500
<i>Computer Expenditures</i>	-	-	1,043	-
<i>Services and Charges</i>	102,671	105,500	101,956	110,506
<i>Communications</i>	12,966	13,522	13,522	18,522
<i>Office Expenditures</i>	1,716	750	1,500	1,500
<i>Conferences, Trainings, & Dues</i>	8,476	14,420	14,420	15,750
<i>Operating Exp Subtotal</i>	126,571	139,192	136,241	152,778
<i>Division Total</i>	507,869	543,612	540,751	641,008

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Cable operating grant revenues are anticipated to decrease by 3.1% in FY21.*
- *Expenditures are proposed to be \$97,396 higher- an increase of 17.9 percent - compared to budgeted expenditures for FY20.*
- *Personnel costs are approximately 76.2 percent of departmental expenditure and are up \$83,810 compared to budgeted expenditures for FY20. Costs include \$369,830 in wages, \$66,330 down from FY20, \$104,400 in Fringe Benefits, \$12,000 in Overtime, and \$2,000 in Employee Recognition.*
- *Services and charges account for 17.2% of departmental expenditures. These expenditures include the Newsletter Editor, E-ink, Articles, and Postage.*
- *Supplies are up \$1,500 compared to FY20.*

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

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

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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 FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Library</i>	<i>9.75</i>	<i>9.75</i>	<i>9.75</i>
<i>Computer Learning Center</i>	<i>1.38</i>	<i>1.38</i>	<i>1.38</i>
<i>Department Total FTEs</i>	<i>11.13</i>	<i>11.13</i>	<i>11.13</i>

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Library Aid from County</i>	<i>186,058</i>	<i>188,329</i>	<i>188,329</i>	<i>185,973</i>
<i>Library Fines and Fees</i>	<i>15,781</i>	<i>20,000</i>	<i>14,000</i>	<i>15,000</i>
<i>Subtotal</i>	<i>201,839</i>	<i>208,329</i>	<i>202,329</i>	<i>200,973</i>
<i>General Fund</i>	<i>1,117,274</i>	<i>1,124,741</i>	<i>1,142,681</i>	<i>1,249,301</i>
<i>Department Total</i>	<i>1,319,114</i>	<i>1,333,070</i>	<i>1,345,010</i>	<i>1,450,274</i>

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	832,619	838,500	854,500	913,594
<i>Fringe Benefits</i>	299,240	311,500	311,500	336,400
<i>Overtime</i>	8,324	8,200	8,400	6,200
<i>Employee Recognition</i>	3,410	6,570	6,720	6,000
<i>Personnel Subtotal</i>	1,143,593	1,164,770	1,181,120	1,262,194
<i>Supplies</i>	126,668	106,200	104,690	135,230
<i>Computer Expenditures</i>	5,431	14,400	14,400	-
<i>Services and Charges</i>	28,852	30,200	28,300	31,050
<i>Communications</i>	6,015	7,000	7,000	6,300
<i>Office Expenditures</i>	2,624	4,000	3,000	4,000
<i>Conferences, Training, & Dues</i>	5,931	6,500	6,500	11,500
<i>Operating Exp Subtotal</i>	175,521	168,300	163,890	188,080
<i>Department Total</i>	1,319,114	1,333,070	1,345,010	1,450,274

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Library</i>	1,216,390	1,229,320	1,241,920	1,338,937
<i>Computer Learning Center</i>	102,723	103,750	103,090	111,337
<i>Department Total</i>	1,319,114	1,333,070	1,345,010	1,450,274

Department Summary

Adopted to Estimated Actual FY20:

- *Departmental expenditures are expected to be \$11,940. higher than budget.*
- *The variance is attributable primarily to higher than anticipated personnel costs.*

FY21 Budget Highlights:

- *Departmental expenditures are \$117,204 higher – an increase of 8.8 percent – compared to budgeted expenditures for FY20.*
- *Departmental FTEs do not increase.*
- *Approximately 87 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$97,424 compared to budgeted expenditures for FY20.*
- *Approximately 9.3 percent of departmental expenditures are supplies. This category includes the cost of digital and print books, periodicals, reference resources, and media; and computer and office supplies, including all materials needed for processing and circulation (see divisions).*
- *Supplies account for 9.3 percent of the total Library department budget. This category includes print and digital books for adults and children (\$78,500 or 34.2 percent more than FY 20) digital reference materials (\$19,280 or 23.6 percent more than FY20). It includes media (\$3,000) which was not included last year. It also includes print and digital periodical subscriptions (\$16,600) which decreases by 6.3 percent, and office and computer supplies (\$14,850) which increases 35 percent from FY 20. In the Computer Center, supplies account for .2 percent of the total budget (\$ 3,000), and consist of office and consumable computer supplies, now combined.*
- *Computer inventory expenditures are budgeted at \$0.00 by the IT Department in FY21. These expenditures are not budgeted separately in the Computer Center, as Computer Center computers are included in the CIP, and provided through our 3-year contract with Useful Corp.*

Department Summary

- *Services and charges account for 2.14 percent of the department budget. They include contracts (\$14,900) for our Integrated Library System and Content Cafe (\$9,275) and Cataloging and AV support (\$4,888), and small hosting service contracts. This account increases by 6.4 percent. Also included are expenses for programing and outreach (\$9,850) which restores previous reduction and increases by 59%. At \$1000, postage is decreased by \$500 from FY20. In the Computer Center, services and charges are budgeted at \$800 Expenditures include a \$200 contract for the print station in the Computer Center.*
- *Communications include charges for telephone (\$2,800) and cell phone (\$3,500). The communication account is deleted for the Computer Center, as expenditures are included with the Library division.*
- *Office expenditures account for \$4,000 of the total, the same amount as in FY20. In the Library and Computer Center, these are categorized as miscellaneous expenses. They include minor furnishings and décor, as well as water cooler, coffee and first aid supplies.*
- *Conferences, training, and dues (\$11,500) include professional memberships (\$2,000), and conference attendance (\$9,000)) which restores reductions from FY20. \$500 for conference attendance for Computer center staff is also restored in FY21. The increase in this account is 77 percent from FY20.*

Division Purpose:

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

Management Objectives:

- *Pursue the presentation of Library programs online, either live or in an archived form, to increase patron access to our programming resources.*
- *Educate staff regarding race equity issues as they might apply to the public library, and further advance race equity in Library policy and practice.*
- *Continue to develop, refine and support plans and preparations for new Library space, to include temporary relocation of Library programs, services and collections.*
- *Conserve library space for the most in-demand print materials by increasing patron access to streaming books and downloadable books, magazines and music for all ages, magazines and music for all ages. Introduce community members to Hoopla, RB Digital, Freeding, Pronunciator – and other on-line resources through demonstrations in and outside the Library.*
- *Continue reviewing and evaluating Library collections, and refining their contents in terms of what is most relevant in a 21st Century public library serving the Takoma Park community. Indicators include age, condition, currency, community relevance, circulation and in-library use.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Circulation of materials	108,899	115,291	112,092	112,092
Circulation per capita	6.40	6.44	6.26	6.26
In-library use of materials	32,985	33,387	33,651	33,651
Use per capita	1.94	1.86		1.88
Program attendance	18,178	17,151	15,278	15,278
Programs	347	349	364	364

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	8.50	8.50	8.50
<i>FTEs without benefits</i>	1.25	1.25	1.25
<i>Division Total</i>	9.75	9.75	9.75

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Library Director</i>	1.00	1.00
<i>Library Manager</i>	3.00	3.00
<i>Library Associate</i>	4.00	4.00
<i>Librarian</i>	0.50	0.50
<i>Library Shelver</i>	0.38	0.38
<i>Part-time Assistant</i>	0.87	0.87
<i>Division Total FTEs</i>	9.75	9.75

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Library</i>	1,216,390	1,229,320	1,241,920	1,338,937
<i>Division Total</i>	1,216,390	1,229,320	1,241,920	1,338,937

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	760,475	763,000	779,000	833,257
<i>Fringe Benefits</i>	273,908	289,000	289,000	312,400
<i>Overtime</i>	7,440	8,000	8,000	6,000
<i>Employee Recognition</i>	3,320	6,480	6,630	4,500
<i>Personnel Subtotal</i>	1,045,143	1,066,480	1,082,630	1,156,157
<i>Supplies</i>	126,239	102,740	101,690	132,230
<i>Computer Expenditures</i>	3,789	14,400	14,400	-
<i>Services and Charges</i>	27,622	29,200	27,700	30,250
<i>Communications</i>	6,015	7,000	7,000	6,300
<i>Office Expenditures</i>	2,255	3,000	2,000	3,000
<i>Conferences, Training, & Dues</i>	5,328	6,500	6,500	11,000
<i>Operating Exp Subtotal</i>	171,248	162,840	159,290	182,780
<i>Division Total</i>	1,216,390	1,229,320	1,241,920	1,338,937

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$109,617 higher – an increase of 8.9 percent – compared to budgeted expenditures for FY20.*
- *The variance is primarily attributable to in personnel and operating costs.*
- *Division FTEs do not change.*
- *Approximately 86.3 percent of division expenditures are personnel related.*
- *Operating expenditures consist of digital print, purchased books, periodicals, reference materials, computer-related items, and office materials, ILS and cataloging support, all materials needed for processing and circulation, and staff training. Together, these areas account for \$182,780 or about 13.7 percent of division expenditures.*
- *Supplies account for 9.9 percent of the division budget. This category includes print and digital books for adults and children (\$78,500 or 34 percent more than FY120) digital reference materials (\$19,280 or 23.6% more than FY20.). It includes media at \$3,000. It also includes print and digital periodical subscriptions (\$16,600) which decreases by 6.3 percent, and office and computer supplies (14,850) which increases by 35 percent from FY20.*
- *Computer inventory expenditures are not funded – a decrease of 100 percent from 2020. The IT department determined that the Library was adequately funded in FY20.*
- *Services and charges account for 2.6 percent of the division budget. They include contracts (\$14,900) for our ILS with Content Cafe (\$9,275) and Cataloging and AV support (\$4,888), and small hosting service contracts. This account decreases by 6.4 percent. Also included are expenses for programing and outreach (\$9,850), which increases by 59% percent from FY20. At \$1,000, postage is decreased by \$500.*
- *Communications includes charges for telephone (\$2,800), decreasing by 25% and cell phone (\$3,500), which remains unchanged.*
- *Conferences, training, and dues include professional memberships (\$2,000), and conference attendance (\$9,000). This account increases by 77 percent.*

Division Purpose:

The Library manages and operates two computer rooms, with 20 public access workstations, which are available seven days a week. We offer Internet, word processing, spreadsheets, and more in 37 languages to users of all ages. We also maintain four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Management Objectives:

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

Performance/Workload Measures:

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

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

Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	0.75	1.13	1.13
<i>FTEs without benefits</i>	0.63	0.25	0.25
<i>Division Total</i>	1.38	1.38	1.38

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>Library Instructor Associate</i>	1.38	1.38
<i>Division Total FTEs</i>	1.38	1.38

<i>Division Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Computer Learning Center</i>	102,723	103,750	103,090	111,337
<i>Division Total</i>	102,723	103,750	103,090	111,337

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	72,143	75,500	75,500	80,337
<i>Fringe Benefits</i>	25,332	22,500	22,500	24,000
<i>Overtime</i>	885	200	400	200
<i>Employee Recognition</i>	90	90	90	1,500
<i>Personnel Subtotal</i>	98,450	98,290	98,490	106,037
<i>Supplies</i>	430	3,460	3,000	3,000
<i>Computer Expenditures</i>	1,641	-	-	-
<i>Services and Charges</i>	1,230	1,000	600	800
<i>Communications</i>	-	-	-	-
<i>Office Expenditures</i>	369	1,000	1,000	1,000
<i>Conferences, Training, & Dues</i>	603	-	-	500
<i>Operating Exp Subtotal</i>	4,273	5,460	4,600	5,300
<i>Division Total</i>	102,723	103,750	103,090	111,337

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Division expenditures are \$7,587 higher – an increase of 7.3 percent – compared to budgeted expenditures for FY20.*
- *The variance is mainly attributable to increases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 95.2 percent of division expenditures are personnel related.*
- *Supplies account for \$3,000 – or 2.7 percent of the division budget. Expenditures consist mainly of office and consumable computer supplies.*
- *Services and charges and office expenditures have a combined budget of \$1,800 (1.61% of the total). Services and charges include a \$200 contract for the print station in the Computer Center.*

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City of Takoma Park

Non-Departmental Summary



Walk to School Day

IN THIS SECTION:

- Non-Departmental Summary

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Non-Departmental Summary

Department Overview:

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

Supplemental Information:

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

Non-Departmental Summary

<i>Source of Funds</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>General Fund</i>	1,400,240	1,713,227	1,366,445	1,904,571
<i>Division Total</i>	1,400,240	1,713,227	1,366,445	1,904,571

<i>Division Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Other Fringe Benefits</i>	51,795	75,875	56,000	86,500
<i>Workers' Compensation Insurance</i>	593,435	595,000	595,000	684,000
<i>Personnel Subtotal</i>	645,230	670,875	670,875	770,500
<i>Supplies</i>	615	20,000	8,170	-
<i>Services and Charges</i>	132,474	149,700	144,100	163,200
<i>Office Expenditures</i>	264,550	161,868	44,000	159,871
<i>Conferences, Training, & Dues</i>	16,164	21,000	8,000	20,000
<i>Special Events & Programs</i>	341,207	689,784	491,300	791,000
<i>Operating Expenditures Subtotal</i>	755,010	1,042,352	695,570	1,134,071
<i>Division Total</i>	1,400,240	1,713,227	1,366,445	1,904,571

Non-Departmental Summary

Adopted to Estimated Actual FY20:

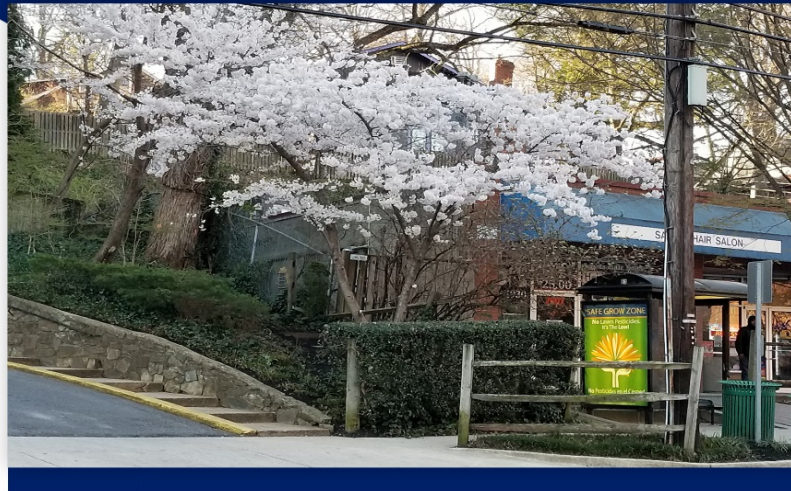
- *Expenditures are expected to be \$346,782 less than budget.*
- *The variance is attributable to the decrease in emergency supplies (\$10,000), general contingency provision (\$127,868), and Housing Fund expenditures (\$180,000).*

FY21 Budget Highlights:

- *Expenditures are \$191,344 higher — an increase of 11.2 percent — compared to budgeted expenditures for FY20.*
- *Approximately 40.5 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$684,000). None of these costs are directly related to FTEs.*
- *Services and charges account for about 8.6 percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$163,200).*
- *The conferences, training, and dues category includes employee training (\$10,000) and the City's tuition reimbursement program (\$10,000).*
- *Approximately 41.5 percent of expenditures are categorized as special events and programs. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$160,000) is reflected in this classification. In addition, a supplemental Tax Credit Program (\$50,000) is included in the category. As required by the City Charter, one-half of one percent of revenues (\$134,871) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.*
- *Financial support to external organizations is also included in the special events and programs category. Organizations/activities that will benefit from funding in FY21 include the Takoma Park Independence Day Committee (\$20,000) and the Takoma Park Folk Festival (\$28,000). External entities will also benefit from the Community Grant Program (\$185,000) and Community Partnership Program (\$135,000). Contribution to the Housing Fund Reserve is expected to increase to \$110,000.*



City of Takoma Park



A Beautiful Spring Day in Takoma Park

Capital Improvement Program

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Capital Improvement Program

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Capital Improvement Program

Fiscal Years: 2021 - 2025

Capital Improvement Budget

Our Capital Improvement Budget covers the following six categories: Equipment Replacement, Information and Communication Technology Improvements, Park Development, Infrastructure Improvements, Facility Improvements, and Stormwater Management. Below is a summary of how these funds will be used in FY21. The legend at the end of the chart identifies the funding source for these items.

Equipment Replacement

Each year the City budgets for equipment replacement, setting money aside to replace assets with life spans of 3 to 30 years, often large machinery and vehicles. For FY21, Police related purchases include four police cars, and Police equipment including field radios, mobile computers, body cameras and tasers, and replacement of the license plate reader. Scheduled Public Works related purchases include a replacement pickup truck, leaf box and leaf collection vacuum, crack filling machine and truck tire changer. Recreation Department purchases include a replacement treadmill and Active Arcade game. IT-related purchases include an upgrade of the network switches and door security, and ID software replacement. Library-related purchases include replacement of the Useful hardware for the Computer Learning Center.

Information & Communication Technology

The Technology Steering Committee evaluates the impacts of existing hardware and software technology, identifies future technology-related needs, and makes recommendations to address those needs. Major expenses identified by the Steering Committee for FY21 include a phone system replacement, disaster recovery enhancements, additional security cameras and switches, and a new door security system. The existing dais is approaching the end of its useful life. The proposed cost of \$25,000 will cover design, construction and assemblage of a new bullet-proof dais that will address safety issues for the Council. Closed captioning, costing \$25,000, will provide text display on the City cable channel to improve accessibility.

Infrastructure improvements

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

and bus shelter improvements (\$85,000). The General Fund expenditures include partial funding for the ongoing development of the New Hampshire Avenue Bikeway Design, with the majority of funding coming from the Special Revenue Fund.

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

Park Development

There is no budget proposed for park development in FY21.

Facilities

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

Stormwater Management

In FY21, there will be several projects included in the Capital Budget pertaining to design and construction of treatment facilities to capture street run-off and filter it prior to entering the stormwater system. The largest of those projects is the second phase of the Takoma Branch Stream Restoration project which, when completed, will provide significant pollution reduction for the City. Phase 1 was expected to start in FY20. Other projects include construction of bioretention facilities at Grant and Holly Avenue, and addressing erosion issues at the dead end of Sligo Mill Road.

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

Capital Improvement

A Look Back - FY 2019 through

EQUIPMENT		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
Police - Vehicles							
Police Cars	ERR	II	\$ 190,347	\$ 218,535			
Police Patrol Cars - (#278, 281, 282, 289) (\$44,848/car)	ERR	II			\$ 134,544	\$ 134,544	\$ 232,000
Police Patrol Cars - (#291, 287, 288) (\$51,734/car)	ERR	II					
Police Patrol Cars - (#293, 294, 295, 296) (\$50,416/car)	ERR	II					
Police SUVs - (#292, 300) (\$50,416/car)	ERR	II			\$ 40,460	\$ 40,460	
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$45,898/car)	ERR	II					
Parking Enforcement Van (#299)	ERR	III					
Police K-9 Patrol Car (#337)	ERR	III			\$ 44,848	\$ 44,848	
Police Patrol Cars - (#308, 309, 310, 311, 312, 314, 316) (\$64,500/car)	ERR	II					
Police Small Van (#313)	ERR	III					
Police Transit Van (#315)	ERR	III					
Police Truck (#322)	ERR	III					
Police Truck (#323,324,325,326,327,328,329)	ERR	III					
Police - Equipment							
Field Radio Equipment	SCF	III	\$ 59,000	\$ 109,417	\$ 25,000	\$ 25,000	\$ 35,000
Mobile Computers	SCF	III	\$ 15,000	\$ -	\$ 25,000	\$ 25,000	\$ 50,000
Camera Trailer	SCF	III	\$ 33,000	\$ -	\$ 33,000	\$ 33,000	\$ 33,000
In-car Camera Systems Replacement	SCF	III	\$ 84,000	\$ 82,469			
Refit of Property Room Storage Systems	SCF	IV	\$ 44,801	\$ 75,392			
License Plate Reader	ERR	II					\$ 26,800
Bike Patrol Unit Equipment	SCF	II					\$ 18,000
Body Camera & Taser Replacement	ERR	II					\$ 11,184
Public Works - Vehicle							
Dump Truck (#259)	ERR	II			\$ 80,000	\$ 76,000	
Recycling Truck (#261)	ERR	II	\$ 249,663	\$ 228,907			
Trash Truck (#222)	ERR	II	\$ 247,582	\$ 228,907			
Pick Up Truck (#223)	ERR	III			\$ 35,100	\$ 33,783	
Pick Up Truck (#241)	ERR	III			\$ 32,000	\$ 38,674	
Admin Vehicle (#262)	ERR	III					
Pick Up Truck (#244)	ERR	III					\$ 41,500
Pick Up Truck (#260)	SW	III					
Street Sweeper	ERR	III					
Building Maintenance Van (#285)	ERR	III					
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR	II					

EQUIPMENT		Proposed FY21	FY22	FY23	FY24	FY25
Police - Vehicles						
Police Cars	ERR					
Police Patrol Cars - (#278, 281, 282, 289) (\$58,000/car)	ERR					
Police Patrol Cars - (#291, 287, 288, 289) (\$60,900/car)	ERR	\$ 232,000				
Police Patrol Cars - (#293, 294, 295, 296) (\$60,900/car)	ERR		\$ 243,600			
Police SUVs - (#292, 300) (\$60,900/car)	ERR		\$ 60,900			
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$63,945/car)	ERR			\$ 447,615		
Parking Enforcement Van (#299)	ERR				\$ 30,500	
Police K-9 Patrol Car (#337)	ERR				\$ 46,500	
Police Patrol Cars - (#308, 309, 310, 311, 312, 314, 316) (\$66,692/car)	ERR				\$ 466,844	
Police Small Van (#313)	ERR				\$ 42,300	
Police Transit Van (#315)	ERR				\$ 33,800	
Police Truck (#322)	ERR				\$ 45,000	
Police Truck (#323,324,325, 326,327,328,329) (\$70,026/car)	ERR					\$ 490,182
Police - Equipment						
Field Radio Equipment	ERR	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Mobile Computers	ERR	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Camera Trailer	SCF	\$ 33,000				
In-car Camera Systems Replacement	SCF					
Refit of Property Room Storage Systems	SCF					
License Plate Reader	ERR	\$ 26,800	\$ 13,400	\$ 13,400		
Bike Patrol Unit Equipment	SCF	\$ 18,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Body Camera & Taser Replacement	ERR	\$ 11,184		\$ 32,154		\$ 32,154
Public Works - Vehicle						
Dump Truck (#259)	ERR					
Recycling Truck (#261)	ERR					
Trash Truck (#222)	ERR					
Pick Up Truck (#223)	ERR					
Pick Up Truck (#241)	ERR					
Admin Vehicle (#262)	ERR		\$ 32,591			
Pick Up Truck (#244)	ERR	\$ 41,500				
Pick Up Truck (#260)	ERR		\$ 45,489			
Street Sweeper	SW		\$ 256,083			
Building Maintenance Van (#285)	ERR					\$ 30,680
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR				\$ 630,000	

Capital Improvement

A Look Back - FY 2019 through

EQUIPMENT		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
Public Works - Equipment							
Regular Tire Changer	ERR	III					
Emergency Generator MB Rear	ERR	III					
Leaf Box (1 of 7)	ERR	III	\$ 5,376	\$ 41,971	\$ 5,376	\$ 5,376	\$ 5,376
Leaf Collection Vacuums	ERR	III					\$ 30,000
Mechanic Tool Box 1 & 2	ERR	III			\$ 6,600	\$ 3,000	
Truck Scale							
General Fund	GF	III					
Stormwater Fund	SW	III					
Crackfilling Machine	ERR	III			\$ 45,000		\$ 45,000
Miller Mig Welder	ERR	III			\$ 9,772	\$ 3,516	
Riding Mower	ERR	III			\$ 13,200	\$ 13,200	
Skidsteer	ERR	III			\$ 29,000	\$ 20,900	
Truck Tire Changer	ERR	III					\$ 17,236
Loader	ERR	III					
Roll-Off Trailer	ERR	III					
Vehicle Lift 2	ERR	III					
Aerial Lift	ERR	III					
Hook Lift Trailer	ERR	III					
Transmission Fuel Exchanger	ERR	III					
Vehicle Lift 1	ERR	III					
Asphalt Miller/Pave	ERR	III					
Vehicle Bay Exhaust System	ERR	III					
Recreation - Vehicle							
Recreation Bus Large(#242)	ERR	II			\$ 78,136	\$ 71,500	
Recreation Bus (SAB)(#268)	ERR	II					
Recreation - Equipment							
Pool Table	ERR	IV					
Elliptical	ERR	III					
Treadmills	ERR	III	\$ 6,330	\$ 6,789			\$ 6,100
Active Arcade Game – Game Room	ERR	IV					\$ 6,500
Departmental - Vehicle							
Admin Pool Car (#286)	ERR	III					
Admin Pool Car (#243)	ERR	III			\$ 36,000	\$ 33,555	
SUBTOTAL - EQUIPMENT			\$ 935,099	\$ 992,387	\$ 673,036	\$ 602,356	\$ 557,696

EQUIPMENT		Proposed FY21	FY22	FY23	FY 24	FY 25
Public Works - Equipment						
Regular Tire Changer	ERR					\$ 11,365
Emergency Generator MB Rear	ERR					\$ 58,254
Leaf Box (1 of 7)	ERR	\$ 5,376	\$ 5,376			
Leaf Collection Vacuums	ERR	\$ 30,000	\$ 30,000			
Mechanic Tool Box 1 & 2	ERR					
Truck Scale						
General Fund	GF					
Stormwater Fund	SW					
Crackfilling Machine	ERR	\$ 45,000				
Miller Mig Welder	ERR					
Riding Mower	ERR					
Skidsteer	ERR					
Truck Tire Changer	ERR	\$ 17,236				
Loader	ERR		\$ 200,038			
Roll-Off Trailer	ERR			\$ 83,373		
Vehicle Lift 2	ERR		\$ 11,000			
Aerial Lift	ERR			\$ 48,439		
Hook Lift Trailer	ERR			\$ 85,861		
Transmission Fuel Exchanger	ERR			\$ 6,706		
Vehicle Lift 1	ERR			\$ 14,065		
Asphalt Miller/Pave	ERR				\$ 149,705	
Vehicle Bay Exhaust System	ERR					\$ 41,000
Recreation - Vehicle						
Recreation Bus Large(#242)	ERR					
Recreation Bus (SAB)(#268)	ERR		\$ 62,733			
Recreation - Equipment						
Pool Table	ERR					
Elliptical	ERR		\$ 6,600			
Treadmills	ERR	\$ 6,100			\$ 7,338	
Active Arcade Game – Game Room	ERR	\$ 6,500	\$ 15,000			
Departmental - Vehicle						
Admin Pool Car (#286)	ERR					\$ 40,469
Admin Pool Car (#243)	ERR					
SUBTOTAL - EQUIPMENT		\$ 557,696	\$ 1,063,810	\$ 812,613	\$ 1,532,987	\$ 785,104

Capital Improvement

A Look Back - FY 2019 through

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

INFORMATION & COMMUNICATION TECHNOLOGY		Proposed FY21	FY22	FY23	FY24	FY25
Information Technology						
WIFI Access Points	GF	\$ 14,000				
Closed Circuit TV & Video Surveillance for Community Center	ERR		\$ 45,212			
Document Storage & Management	GF		\$ 100,000			
Servers A & B	ERR		\$ 74,194			
Security Software	GF	\$ 55,000				
Microsoft Office 2016 Licenses	GF					
Next Generation Firewall	GF					
Surveillance for PW/REC/Heffner	GF	\$ 20,000	\$ 40,575			
Upgrade Network Switches	ERR	\$ 9,000				
Phone System Replacement	GF	\$ 10,000				
Millennium Door Security & ID Software	ERR	\$ 75,000				
Public Works						
Fuel Dispensing Software & Equipment	ERR					\$ 40,575
Recreation						
Rec Programming Software - ActiveNetwork	ERR				\$ 60,000	
Administration/Communications (City TV)						
Digital Signage	SRF					
Closed Captioning	SRF	\$ 25,000				
Videography Small Camera Packages	SRF					
Auditorium Digital Video & Touch Panel System	SRF					
Auditorium Lighting	SRF					
Control Room Switcher	SRF					
Council Dais	SRF	\$ 25,000				
Auditorium Camera System	SRF		\$ 120,000			
Cable TV 13 Editing & Playback Servers	SRF		\$ 50,000			
Media Lab Equipment	SRF		\$ 52,167			
Library						
Useful Hardware, Software, & Support	ERR	\$ 33,215				
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY		\$ 266,215	\$ 482,148	\$ -	\$ 60,000	\$ 40,575
STREETS AND SIDEWALKS		Proposed FY21	FY22	FY23	FY24	FY25
ADA Sidewalk Retrofit - Total FY21 Cost \$500,000						
City Sidewalks	GF	\$ 250,000	\$ 500,000	\$ 300,000	\$ 300,000	\$ 300,000
CDBG	SRF		\$ 91,000			
SHA Sidewalks	GF	\$ 250,000	\$ 750,000	\$ 500,000	\$ 500,000	\$ 500,000
CDBG Houston Court	SRF	\$ 91,000				
Bike Improvements	GF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

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A Look Back - FY 2019 through

STREETS AND SIDEWALKS		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
Bus Shelter Improvements	GF	III	\$ 15,000		\$ 15,000	\$ 15,000	\$ 45,000
Compliance Site Improvements for Bus Shelters	GF	I					\$ 40,000
Decorative Street Light	ERR	II	\$ 50,000	\$ 6,552	\$ 43,448	\$ 42,000	
Ethan Allen Gateway Streetscape							
City Fund	Bond	II	\$ 925,732	\$ 762,087		\$ 10,266	
City Match	Bond	II					
MD Bikeway	SRF	II	\$ 66,000				
TAP	SRF	II	\$ 650,634	\$ 667,462	\$ 112,961	\$ 99,986	
Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181							
City Fund	Bond	II			\$ 1,000,000	\$ 1,000,000	
City Match	GF	II	\$ 246,185	\$ 89,128	\$ 337,567	\$ 337,567	
Montgomery County	SRF	II	\$ 200,000	\$ -	\$ 200,000		\$ 200,000
National Fish & Wildlife Federation Grant	SW	II	\$ 168,750	\$ 168,750			
SHA	GF	II	\$ 34,200		\$ 23,405	\$ 23,405	
TAP	SRF	II	\$ 112,099		\$ 1,040,330	\$ 500,000	\$ 540,330
WSSC	SRF	II	\$ 1,182,813	\$ 291,588	\$ 2,657,033	\$ 2,657,033	
CDBG	SRF	II			\$ 259,350	\$ 259,350	
Lincoln Ave Construction	SRF	I	\$ 579,018	\$ 432,782	\$ 16,540	\$ 16,540	
Lincoln Avenue	GF	III			\$ 4,135	\$ 4,135	
Glenside & Lincoln	GF	III			\$ 266,600	\$ 266,600	
Neighborhood Commercial Center Improvements	GF	III			\$ 50,000	\$ 24,000	\$ 75,000
New Sidewalk Design/Construction & Traffic Calming	GF	II	\$ 800,000	\$ 773,744	\$ 250,000	\$ 250,000	\$ 100,000
Public Art	GF	IV	\$ 43,000	\$ 4,320	\$ 53,680	\$ 30,000	\$ 25,000
Street Light Upgrade	GF	III	\$ 20,000		\$ 20,000	\$ 4,118	\$ -
Street Rehabilitation	GF	II	\$ 300,000	\$ 299,826	\$ 500,000	\$ 500,000	\$ 500,000
Takoma Junction Area Traffic Study	GF	II	\$ 20,000	\$ 3,428			
New Hampshire Ave Bikeway Design - Total FY20 Cost \$235,000							
City Fund	GF	II	\$ 60,000	\$ 12,439	\$ 62,625	\$ 62,625	\$ 38,000
Grant	SRF	II	\$ 240,000	\$ 54,511	\$ 260,500	\$ 260,500	\$ 152,000
Public Land Management Plan Implementation	GF	IV	\$ 25,000		\$ 25,000	\$ 10,000	\$ 30,000
Takoma Park Economic Development Project							
City Fund	GF	III					\$ -
Housing Fund Reserve Expenditures	SRF	III					\$ -
SUBTOTAL – STREET AND SIDEWALKS			\$ 6,148,431	\$ 3,566,903	\$ 7,723,174	\$ 6,898,125	\$ 2,361,330

STREETS AND SIDEWALKS		Proposed FY21	FY22	FY23	FY24	FY25
Bus Shelter Improvements	GF	\$ 45,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ADA Compliance Site Improvements for Bus Shelters	GF	\$ 40,000	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000
Decorative Street Light	ERR					
Ethan Allen Gateway Streetscape						
City Fund	Bond					
City Match	GF					
MD Bikeway	SRF					
TAP	SRF					
Flower Avenue Green Street Project - Total FY21 Cost \$740,330						
City Fund	Bond					
City Match	GF					
Montgomery County	SRF	\$ 200,000				
National Fish & Wildlife Federation Grant	SW					
SHA	GF					
TAP	SRF	\$ 540,330				
WSSC	SRF					
CDBG	SRF					
Lincoln Ave Construction	SRF					
Lincoln Avenue	GF					
Glenside & Lincoln	GF					
Neighborhood Commercial Center Improvements	GF	\$ 75,000	\$ 150,000		\$ 175,000	
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 100,000	\$ 800,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 25,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000
Street Light Upgrade	GF	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	
Street Rehabilitation	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Takoma Junction Area Traffic Study	GF					
New Hampshire Ave Bikeway Design Section B - Total Project \$205,625						
City Fund	GF	\$ 38,000	\$ 3,125			
Grant	SRF	\$ 152,000	\$ 12,500			
Public Land Management Plan Implementation	GF	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000
Takoma Park Economic Development Project						
City Fund	GF	\$ -	\$ 175,000	\$ 175,000		
Housing Fund Reserve Expenditures	GF	\$ -	\$ 500,000			
SUBTOTAL – STREET AND SIDEWALKS		\$ 2,361,330	\$ 3,681,625	\$ 2,185,000	\$ 2,175,000	\$ 1,980,000

Capital Improvement

A Look Back - FY 2019 through

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

PARKS		Proposed FY21	FY22	FY23	FY24	FY25
Sligo Mill Overlook Construction	SRF					
Spring Park Improvements - Bog Bridge	GF					
Spring Park Improvements - Pathways & Erosion	GF					
Dorothy Woods	GF					
Spring Park Improvements – Basketball Court	GF					
SUBTOTAL - PARKS		\$ -	\$ -	\$ -	\$ -	\$ -
FACILITIES		Proposed FY21	FY22	FY23	FY24	FY25
Community Center						
Floor Replacement for Azalea Room	FMR					
HCD Furniture & Renovation	GF					
Office Renovations for HR & HCD	SRF					
Police Office Renovation	SCF					
Police Department Construction	GF			\$ -	\$ 1,250,000	\$ 1,250,000
Replace Roof Top Unit #9 & #12 - Game Room	FMR					
Staff Lounge Improvements	FMR					
Gym Floor Repairs	FMR		\$ 10,000			
Lower Level Parking Lot Resurfacing	FMR			\$ 15,000		
Third Floor Painting	FMR					
Epoxy Coat Walkway and LL Parking area	FMR					
Atrium Floor Construction with Police Space Renovation	FMR					
Atrium Floor Construction and Police Administrative Space Renovation	FMR		\$ 800,000			
Chiller Water Pump	ERR					
HVAC Control System	ERR					
HCD Office Renovation	FMR					
HR Lactation Station	GF					
HR Furniture Installation	GF					
Install Duct Heater in Auditorium	FMR					
Pedestrian Bridge Refurbishment	FMR					
Replace Carpet – Third Floor & Hydrangea Room	FMR					
Replace Council Conference Room Floor	FMR					
Replace Windows – Teen Room & Dance Room	FMR					
Rear Elevator Upgrade	ERR					
Air Handler Replacement #5, 6, & 8 - Community Center 2nd Floor	FMR					
Commemorative Plaques and Signage	GF	\$ 4,000				
HCD Storage Project	FMR					

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A Look Back - FY 2019 through

FACILITIES		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
Lobby Doors	FMR	IV					\$ 11,000
Third Floor Renovation (IT and Cable)							
City Fund	FMR	III			\$ 75,000		
Cable Grant	SRF	II	\$ 30,100		\$ 125,000		
Heffner Community Center							
Floor and Kitchen Renovation	FMR	III					
Install Exterior Foyer	GF	IV	\$ 8,000	\$ 1,500			
Library							
Library Detail Design, Relocation, & Construction – Total FY20 Cost \$800,000							
City Fund	Bond	II	\$ 375,000	\$ 52,238	\$ 400,000	\$ 400,000	\$ 3,600,000
State Grant	SRF	II	\$ 150,000	\$ 4,650	\$ 4,650	\$ 4,650	\$ 300,000
City Fund	GF	II					
Public Works							
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III			\$ 34,319	\$ 32,645	
SUBTOTAL - FACILITIES			\$ 1,428,288	\$ 261,061	\$ 1,286,602	\$ 731,024	\$ 3,915,000
STORMWATER MANAGEMENT		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Adopted FY21
Devonshire & Glazewood Bio Retention Facility	SW	III	\$ 40,000	\$ 61,458			
Grant Ave and Holly Ave Bio Retention Facility	SW	III	\$ 30,000	\$ 71,831	\$ 30,000		\$ 30,000
Kennewick & Kirklyn Repair Redesign	SW	III					
Takoma Branch Stream Restoration Design	SW	III	\$ 102,456	\$ 60,649			
Stream Restoration	SW	III					
Glensdale & Anne	SW	III	\$ 35,000				
Jackson & Glensdale	SW	III	\$ 35,000				
Larch and Lincoln Bio Retention Facility	SW	III			\$ 43,166	\$ 103,000	
Manor Circle and Carroll Avenue Inlet & Pipe	SW	III			\$ 35,000	\$ 35,000	
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	III			\$ 55,000	\$ 25,000	
Takoma Branch Stream Restoration - Construction	SW	III			\$ 110,000	\$ 110,000	\$ 150,000
Sligo Mill Dead End Erosion Control	SW	III					\$ 70,000
13th and Hillwood Manor Playground	SW	III					
Cockerville Ave Pipe Realignment	SW	III					
Glenside Dr and Carroll Ave	SW	III					

FACILITIES		Proposed FY21	FY22	FY23	FY24	FY25
Lobby Doors	FMR	\$ 11,000				
Third Floor Renovation (IT and Cable)						
City Fund	FMR					
Cable Grant	SRF					
Heffner Community Center						
Floor and Kitchen Renovation	FMR					
Install Exterior Foyer	GF					
Library						
Library Detail Design, Relocation, & Construction – Total FY21 Cost \$3.900,000						
City Fund	Bond	\$ 3,600,000	\$ 2,800,000			
State Grant	SRF	\$ 300,000				
City Fund	GF					
Public Works						
Replacement of Overhead Doors Mechanic Shop & ROW	ERR					
SUBTOTAL - FACILITIES		\$ 3,915,000	\$ 3,610,000	\$ 15,000	\$ 1,250,000	\$ 1,250,000
STORMWATER MANAGEMENT		Proposed FY21	FY22	FY23	FY24	FY25
Devonshire & Glazewood Bio Retention Facility	SW					
Grant Ave and Holly Ave Bio Retention Facility	SW	\$ 30,000				
Kennewick & Kirklyn Repair Redesign	SW					
Takoma Branch Stream Restoration Design	SW					
Stream Restoration	SW					\$ 200,000
Colby Avenue Permeable Pavement	SW					
Greenwood Ave Inlet and Pipe	SW					
Larch and Lincoln Bio Retention Facility	SW					
Manor Circle and Carroll Avenue Inlet & Pipe	SW					
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW					
Takoma Branch Stream Restoration – Construction Phase 2	SW	\$ 150,000				
Sligo Mill Dead End Erosion Control	SW	\$ 70,000				
13th and Hillwood Manor Playground	SW		\$ 55,000			
Cockerille Ave Pipe Realignment	SW		\$ 45,000			
Glenside Dr and Carroll Ave	SW		\$ 40,000			

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A Look Back - FY 2019 through

STORMWATER MANAGEMENT		FY21 Priority	Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
Jefferson Ave Bio Retention Facility	SW	III					
Albany and Baltimore Ave Stormwater Treatment Facility	SW	III					
Houston Ave Stormwater Treatment Facility	SW	III					
Parkview Apts Front Lot Bioretention Facility	SW	III					
Essex Parking Lot at Maple	SW	III					
Flower Ave and Cherry Ave Outfall Stabilization	SW	III					
Franklin Apt Bio-Swale	SW	III					
Gude Ave and Poplar Ave Erosion Control and Bioretention Facility	SW	III					
SUBTOTAL STORMWATER MANAGEMENT			\$ 242,456	\$ 193,938	\$ 273,166	\$ 273,000	\$ 250,000

		Adopted FY19	Actual FY19	Adopted FY20	Estimated FY20	Proposed FY21
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 1,128,481	\$ 870,896	\$ 603,868	\$ 790,716	\$ 624,001
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 548,139	\$ 179,867	\$ 450,886	\$ 97,014	\$ 11,000
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 2,690,476	\$ 1,575,853	\$ 2,490,334	\$ 2,062,716	\$ 1,481,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 937,912	\$ 814,325	\$ 1,404,650	\$ 1,404,650	\$ 3,600,000
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 266,896	\$ 267,278	\$ 83,000	\$ 83,000	\$ 51,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 3,526,664	\$ 1,465,381	\$ 4,898,214	\$ 3,979,909	\$ 1,333,330
CIP Total Stormwater Fund	SW	\$ 411,206	\$ 362,688	\$ 273,166	\$ 273,000	\$ 250,000
CIP GRAND TOTAL		\$ 9,509,774	\$ 5,536,288	\$ 10,204,118	\$ 8,691,005	\$ 7,350,331

STORMWATER MANAGEMENT		Proposed FY21	FY22	FY23	FY24	FY25
Jefferson Ave Bio Retention Facility	SW		\$ 45,000			
Albany and Baltimore Ave Stormwater Treatment Facility	SW			\$ 70,000		
Houston Ave Stormwater Treatment Facility	SW			\$ 80,000		
Parkview Apts Front Lot Bioretention Facility	SW			\$ 45,000		
Essex Parking Lot at Maple	SW				\$ 45,000	
Flower Ave and Cherry Ave Outfall Stabilization	SW				\$ 40,000	
Franklin Apt Bio-Swale	SW				\$ 65,000	
Gude Ave and Poplar Ave Erosion Control and Bioretention Facility	SW				\$ 40,000	
SUBTOTAL - FACILITIES		\$ 250,000	\$ 185,000	\$ 195,000	\$ 190,000	\$ 200,000

		Proposed FY21	FY22	FY23	FY24	FY25
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 624,001	\$ 921,133	\$ 806,613	\$ 1,586,987	\$ 819,679
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 11,000	\$ 810,000	\$ 15,000	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 1,481,000	\$ 3,718,700	\$ 2,185,000	\$ 3,425,000	\$ 3,230,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 3,600,000	\$ 2,800,000	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 51,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 1,333,330	\$ 325,667	\$ -	\$ -	\$ -
CIP Total Stormwater Fund	SW	\$ 250,000	\$ 441,083	\$ 195,000	\$ 190,000	\$ 200,000
CIP GRAND TOTAL		\$ 7,350,331	\$ 9,022,583	\$ 3,207,613	\$ 5,207,987	\$ 4,255,679

Legend

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

Priority Level

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

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City of Takoma Park

Debt Services



City of Takoma Park - Library Mosaic

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- Debt Services Summary 216
- Community Center Bond 2015 216
- Public Works Facility Bond 217
- Infra-Structure Bond 2017 218

Overview:

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

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

Community Center Bond 2015 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	156,500	26,675	183,175
2022	161,000	21,980	182,980
2023	166,000	17,150	183,150
2024	171,000	12,170	183,170
2025	<u>176,000</u>	<u>7,040</u>	<u>183,040</u>
Total	<u>\$830,500</u>	<u>\$85,015</u>	<u>\$915,515</u>

Public Works Facility Bond:

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds were used for the design and renovation of the Public Works Facility. The principal and interest payments are to be repaid semi-annually each year based upon an interest rate of 2.97% until the bonds are paid. The City will make the final payment of \$175,049 on June 30, 2020. The Public Works Facility Bond will be completely paid off.

Community Legacy Loan Agreement:

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

Transportation Bond 2017 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	122,000	44,444	166,444
2022	124,500	41,943	166,443
2023	127,000	39,391	166,391
2024	129,500	36,787	166,287
2025	132,000	34,133	166,133
2026	135,000	31,143	166,143
2027-2032	<u>897,000</u>	<u>100,679</u>	<u>997,679</u>
Total	<u>\$1,667,000</u>	<u>\$328,520</u>	<u>\$1,995,520</u>

Library Bond 2017 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2020 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	163,500	226,249	389,749
2022	166,500	222,898	389,398
2023	169,000	219,484	388,484
2024	173,500	216,020	389,520
2025	175,500	212,463	387,963
2026	178,500	208,488	386,988
2027-2047	<u>5,528,500</u>	<u>2,636,331</u>	<u>8,164,831</u>
Total	<u>\$6,555,000</u>	<u>\$3,941,933</u>	<u>\$10,496,933</u>

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City of Takoma Park



Stormwater Management

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- Fund Summary

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Stormwater Management Fund Summary

Fund Overview:

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

All property owners in the City pay a fee that is based on the amount of impervious surface on their property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY20, the rate is proposed to remain at \$92 per Equivalent Residential Unit (ERU).

Management Objectives:

- *Provide video inspection and cleaning of 20 percent of the stormwater system on an annual basis.*
- *Maintain list of known system defects, schedule repair as funding and need allow.*
- *Plan and implement additions to the stormwater system to enhance bioretention and infiltration of stormwater to meet Best Management Practices required by the State and EPA.*
- *Continue programs to meet the NPDES permit requirements.*
- *Identify areas for impervious pavement reduction.*

Performance/Workload Measures:

Measurement	Actual FY18	Actual FY19	Estimated FY20	Projected FY21
Number of stormwater permits issued	6	2	4	3
Number of stormwater concept plans reviewed	5	3	5	3
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	4,853	8,859	10,000	10,000
Linear feet of pipe cleaned	2,092	4,452	4,000	4,000
Linear feet of pipe replaced	50	0	100	200
Linear feet of new pipe	637	2,349	1,400	500
Number of inlets repaired	10	12	5	10
Number of new inlets constructed	6	17	20	5
Square feet of infiltration facilities constructed	1,484	3,056	1,555	1,300

Stormwater Management Fund Summary

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>FTEs with benefits</i>	1.15	1.15	0.75
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	1.15	1.15	0.75

<i>Position Title</i>	<i>Adopted FY20</i>	<i>Proposed FY21</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coord.</i>	0.40	-
<i>Construction Manager</i>	0.25	0.25
<i>Fund Total FTEs</i>	1.15	0.75

<i>Fund Revenues</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Stormwater Management</i>	711,537	713,000	709,300	709,300
<i>National Fish & Wildlife</i>	168,750	-	-	-
<i>Fund Total</i>	880,287	713,000	709,300	709,300

<i>Fund Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Stormwater Management</i>	628,438	854,878	825,092	713,696
<i>National Fish & Wildlife</i>	168,750	-	-	-
<i>Fund Total</i>	797,188	854,878	825,092	713,696

<i>Fund Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	101,754	104,000	88,277	78,696
<i>Fringe Benefits</i>	40,617	44,813	35,815	30,000
<i>Overtime</i>	1,041	500	500	-
<i>Workers Compensation</i>	3,500	3,000	3,000	2,000
<i>Personnel Subtotal</i>	146,913	152,313	127,592	110,696
<i>Supplies</i>	106,432	202,399	199,500	153,000
<i>Services and Charges</i>	181,155	227,000	225,000	200,000
<i>Capital Outlay</i>	362,688	273,166	273,000	250,000
<i>Operating Exp Subtotal</i>	650,278	702,565	697,500	603,000
<i>Fund Total</i>	797,188	854,878	825,092	713,696

Stormwater Management Fund Summary

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

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



Special Revenue Funds



TKPK5K

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- Project Descriptions 226

Project Descriptions

General Government

Cable Equipment Grants **\$109,100**

Capital equipment grant funds are based on the City's franchise agreements with Comcast, RCN (formerly Starpower), and Verizon. The monies are earmarked for capital expenditures to support the City's access channel. Some of the FY20 expenditures are as follows:

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

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

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

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

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

\$9,000 for wireless video transmission equipment.

Census Grant FY20 **\$1,000**

Maryland Department of Planning (MDP) acting in coordination with 2020 Census Grant Program has provided a grant in an amount not to exceed 7,500.00 for outreach to the City of Takoma Park. MDP shall disburse the Grant in two disbursements to the grantee as the project progresses. The final ten percent (\$1,000) of the grant will be provided until all reports including outreach advertising, hosted events, social media, and website plus outreach materials are completed.

Housing and Community Development

TKPK 5K Challenge **\$45,000**

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

Community Change Grant – America Walks

\$1,000

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

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

CDBG-Houston Court

\$91,000

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

Safe Routes to School TPIP

\$20,816

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

MD Bikeways Grant-New Avenue Section B

\$152,000

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

Project Descriptions

Library Grant

\$300,000

The City of Takoma Park has been awarded three Capital Project Grants totaling \$300,000, all of which have been approved by signed agreement. Two 2017 grants – one for \$100,000 and one for \$50,00 are under contract review, which was confirmed as still pending on March 11, 2020. A 2019 Grant for \$150,000 was approved on March 2, 2020. This will also be followed by contract review. Subsequently invoices for work deemed eligible for matching funds must be submitted and approved, and then the City may submit invoices for eligible work, which will be reimbursed. The process can be a lengthy one, due to the number of Capital Grants under review throughout Maryland. We are anticipating reimbursement in 2021.

Public Works

Flower Avenue Green Street Improvements

\$740,330

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

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Sligo Creek

IN THIS SECTION:

- Fund Summary

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Speed Camera Fund Summary

Fund Overview:

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

Fund Summary:

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Proposed FY21</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 FY20</i>	<i>Proposed FY21</i>
<i>Police Sergeant</i>	1	1
<i>Police Officer</i>	1	1
<i>Photo Enforcement Analyst</i>	1	1
<i>Fund Total FTEs</i>	3	3

Speed Camera Fund Summary

<i>Fund Revenues</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Speed Camera Fund</i>	1,026,259	1,278,000	967,862	1,040,000
<i>Fund Total</i>	1,026,259	1,278,000	967,862	1,040,000

<i>Fund Expenditures</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Speed Camera Fund</i>	1,292,876	1,153,018	952,736	817,847
<i>Fund Total</i>	1,292,876	1,153,018	952,736	817,847

<i>Fund Expenditures by TYPE</i>	<i>Actual FY19</i>	<i>Adopted FY20</i>	<i>Estimated FY20</i>	<i>Proposed FY21</i>
<i>Wages</i>	180,348	210,000	159,536	214,605
<i>Fringe Benefits</i>	128,519	125,500	125,500	135,000
<i>Workers Compensation</i>	30,000	30,000	30,000	22,000
<i>Overtime</i>	25,925	25,000	51,187	20,000
<i>Clothing Allowance</i>	3,105	4,500	2,953	4,550
<i>Employee Recognition</i>	2,090	90	60	-
<i>Personnel Subtotal</i>	369,987	395,090	369,236	396,155
<i>Supplies</i>	149	500	500	500
<i>Services and Charges</i>	655,462	666,428	492,000	362,192
<i>Safety Projects</i>	-	8,000	8,000	8,000
<i>Capital Outlay</i>	267,278	83,000	83,000	51,000
<i>Operating Exp Subtotal</i>	922,890	757,928	583,500	421,692
<i>Fund Total</i>	1,292,876	1,153,018	952,736	817,847

Speed Camera Fund Summary

Adopted to Estimated Actual FY20:

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

FY21 Budget Highlights:

- *Fund expenditures are \$335,171 lower — a decrease of 29 percent — compared to budgeted expenditures for FY20.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 48.4 percent of fund expenditures.*
- *Services and charges represent about 44.3 percent of fund expenditures. This category includes the cost of the City's contract with Conduent Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.*
- *Safety Projects make up 0.1 percent of fund expenditures. This is for the purchase of night vision equipment (\$8,000).*
- *Capital Outlay expenditures are budgeted at \$51,000 and represent approximately 6.2 percent of fund expenditures. Funding is provided for the acquisition of police equipment, including the addition of electric patrol bicycles and the replacement of aging patrol bicycles and equipment (\$18,000), and the purchase of a portable camera trailer (\$33,000).*