



City of Takoma Park, MD

FY 2020 PROPOSED BUDGET

PROPOSED BUDGET

Fiscal Year 2020
July 1, 2019 - June 30, 2020

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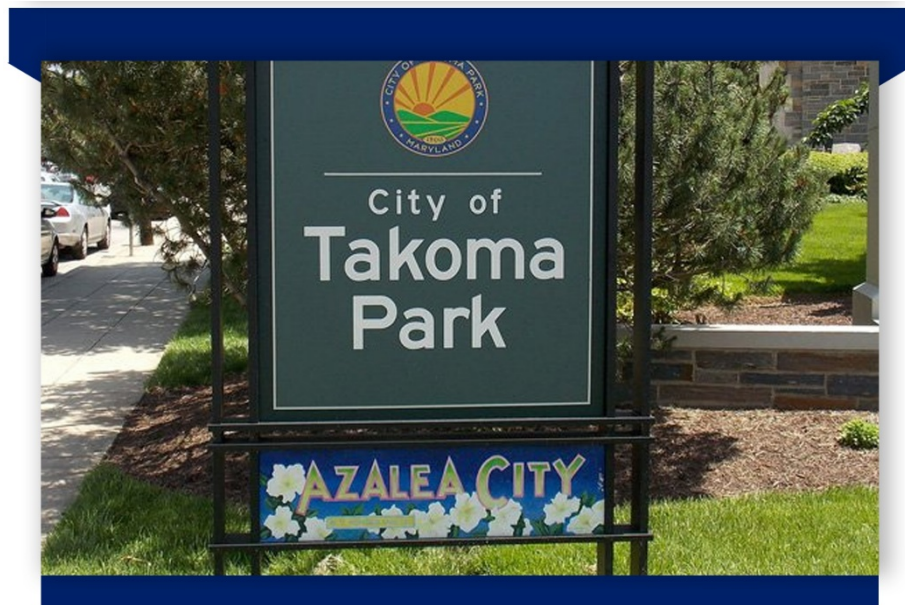
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City of Takoma Park

Introduction to the Budget Document



Welcome to the City of Takoma Park

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City of Takoma Park

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

April 1, 2019

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 2020 (FY 20). 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.

In preparing this Recommended Budget, I am pleased to once again benefit from the strong leadership of the Takoma Park City Council in setting its priorities and communicating its expectations for the coming year. The proposed budget has been crafted to implement the Council's Priorities, adopted March 2019:

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

For years, we have been preparing for the work that is before us, and, oh my, it is before us now! We have work on multiple fronts – the Purple Line is coming, Washington Adventist Hospital is leaving, the Flower Avenue Green Street will break ground shortly, our schools are bursting at the seams, and we are directly experiencing the impacts of climate change. There is also much work before us related to the Recreation Center on New Hampshire Avenue, Library expansion and renovation, the Takoma Junction development, and implementation of the Housing and Economic Development Strategic Plan.

In planning to address and withstand these and other pressures systematically, we have put many resources in place. For example, in previous years we prepared strategic, concept, and sector plans; we have been an innovator in stormwater management; we have kept rent stabilization in place to protect renters in our high-cost region (at a great expense in forgone revenue for the City); and we bonded to pay for major street improvement projects and the renovation of the Library. In just the past year, we hired an Economic Development Manager, restructured the Police Department to better carry out its mission for and with the community, and are replacing the City's old streetlights with Dark Sky Certified LEDs.

I had hoped, however, that when this time came, we would have more money for the work we have to do. This year's budget is very challenging and, for a number of reasons, a tax rate increase is needed. For FY 20, I propose to raise the real property tax rate from \$0.5291 to \$0.556 per \$100 net assessed valuation.

For the last several years, I have recommended tax rates that would result in modest increases in revenue to offset ongoing expenditures and also ensure that the City has sufficient reserves on hand. For the last four years, the Council has actually lowered the tax rate each year so we have had to rely on reserves to make up the difference. Other pressures on the budget are:

- Continued freeze of Tax Duplication “in lieu of” payments from Montgomery County.
- The Council voted to remove the problematic Inventory Tax portion of the Personal Property Tax on businesses beginning in FY20, thus forgoing approximately \$320,000 in annual revenue. This action supports our business community, which is likely to be helpful for the Takoma Park's fiscal health in the long run, but does have a monetary impact for FY20 that did not exist for FY19.
- The results of the recent triennial property assessment of Takoma Park were very mixed. 37% of single family home properties showed a lower assessment. Overall, the increased value of assessments for FY20 taxing purposes only increased 0.6 % citywide. This means that if the real property tax rate were to remain the same, the City of Takoma Park would gain less than just \$76,000 in increased revenue over FY19.
- In proceeding with the change to all LED streetlights, we chose to pay the \$112,000 installation cost (after a \$260,000 State grant) up front. The reduced energy costs will pay for the project in just over a year and then save money and energy moving forward.
- The Council spent nearly \$150,000 in unbudgeted funds in FY 19 in order to own and preserve the Dorothy's Woods property. This amount is on top of donations of \$102,630 from caring residents interested in helping to protect this property.
- A major and continuing budget pressure is wages for staff. The City has long been committed to fair wages and benefits, but sometimes our wages have not kept up with the market. We do compensation studies about every three years. About five years ago, we learned that our wages were markedly lower than surrounding jurisdictions. After consulting with the Council and the City's two unions, we phased in wage increases over three years in order to bring them up to market rates or a minimum of \$40,000 for a full-time employee. This particularly benefitted our Public Works employees. Since then we have been increasing wages at a moderate level in general and we comply with increases in the Montgomery County minimum wage which benefits our part-time Recreation staff. These wage increases, of course, result in sustained increases in personnel expenditures. In our most recent compensation study, several positions were lower than the market rate and need to be adjusted, but most position ranges were at or close to market ranges. Related to wages are costs for benefits, which also increase regularly. Our overall increase in personnel related budget lines is about \$724,000 over FY 19's total and includes health insurance and workers' compensation. On-going costs such as personnel need to be paid with on-going revenues. Since personnel costs are directly associated with services, cuts in personnel can really only come from cuts in services.

I am very aware that tax increases can be particularly difficult for some members of our community. We have long assisted residents eligible for the State's Homeowner Tax Credit program and we provide information on other State and County tax credits. There may be additional credits that can be established for certain Takoma Park property owners and that may be a discussion item during this budget consideration process.

Engaged, Responsive and Service-oriented Government

At the same time as the City was increasing wages to remain competitive, the total number of full-time equivalents (FTEs) has also increased. The growth in staff was required in order to meet the needs of residents and provide the services and programs they expected to receive. Most of the positions added in the last several years were created specifically to achieve the Council's established priorities. They include positions like the Sustainability Manager, Construction Manager, Youth Success Coordinator, Economic Development Manager, and the Community Policing Officer.

The Recommended FY 20 budget includes an increase in FTEs by 2.38. This includes increasing two positions, the Landlord-Tenant Mediator and a Parking Enforcement Officer, from half-time to fulltime. The balance is the result of a fully staffed Police Department and minor adjustments in some part-time hours. The proposed increase in the hours for the Parking Enforcement position is because we have had great difficulty recruiting for the existing part-time position; it should be noted that the cost of a fulltime position will be more than offset by increased revenue from parking fines.

We have many positions that are filled by only one person with a specific skill or responsibility. If the Council determines that we need to reduce staffing levels to bring down expenditures, we need to be prepared to discontinue certain programs or services.

I am pleased to work with an excellent City staff. They work so very hard and are very committed to making Takoma Park a great place to live. We have a very small staff compared to other municipalities of our size, and I appreciate how much they do and the high quality of their work.

A Livable Community

We are now poised to proceed with detailed designs for the renovation and expansion of our Library. The results of a flood plain delineation study, done as part of the design process, made us rethink our approach to the Library. Rebuilding the Library with a higher floor level allows us advantages in design and connectivity that will make the Library a better and more accessible facility and also more resilient to climate change-related flooding. I look forward to continued discussions with the Council regarding the design. Construction would likely begin in FY 21.

If things continue to go as planned, on July 1 the City will take ownership of the Takoma Park Recreation Center on New Hampshire Avenue as part of a land-swap with the Maryland-National Capital Park and Planning Commission. Through a public-private partnership, we believe that an expansion and major improvements to the Recreation Center can become a reality, with the added bonus of housing or other community economic

development on the site. A multifaceted community planning process will be required, and it will take some time to get that process designed and underway.

Along New Hampshire Avenue we will also continue to plan for protected bikeways and we will be working with Montgomery County on moving towards Bus Rapid Transit along the “New Ave.” These improvements will provide the needed infrastructure to support the economic development improvements that we are counting on for our economic future.

Another major change in the City that will be coming later this year is the move of Washington Adventist Hospital to White Oak. The hospital will be leaving behind few health services. The City has been working to facilitate redevelopment of the site to meet major community needs, such as a new elementary school, housing, and/or community health facilities. While the City does not own the property, what happens here in the heart of our community matters deeply for our future. Therefore, a good amount of staff time is being devoted to this effort.

As the cost of housing has increased dramatically in the region, the Council has reaffirmed its commitment to working to address issues of housing affordability in the City, as evidenced by the continuation of strong rent stabilization regulations and annual contribution to the Housing Reserve Fund. We look forward to developing and implementing new strategies in an attempt to preserve existing housing, increase housing options and ensure that renters’ rights continue to be supported. The Recommended Budget includes a proposal to increase from part-time to full time Landlord Tenant Mediator dedicated to renter and landlord education and assistance. Right now, the workload in this area is extremely heavy and looks to only increase if we are to advance Council’s goals related to housing.

Besides major projects, this budget continues the City’s ongoing support of community partnerships and festivals, and contributes \$210,000 to the Housing Reserve, which includes appropriation of the land-lease payment from the developer of the Takoma Junction lot.

We also continue to advance our efforts related to racial equity. This year, many members of Council-appointed boards and committees participated in anti-bias training sponsored by the City. We hope the participants bring the lessons learned back to their respective work groups and that their work is informed by what they learned. We also maintained our membership in the Government Alliance on Race and Equity, which partnered with the Metropolitan Washington Council of Governments (MWCOG) this year to plan for a regional Racial Equity Learning Cohort. Deputy City Manager Jason Damweber serves on the MWCOG’s CAO Racial Equity Task Force, which has been meeting regularly to plan and develop a curriculum for cohort participants. In FY 20, we have budgeted for five staff members to participate in this cohort.

Community Development for an Improved and Equitable Quality of Life

The long term health of the City depends on a robust economy – it cannot simply rely on residential property taxes. During the Council’s priority setting retreats earlier this year, it became very clear that the Council’s top priorities were focused on the interrelated issues of affordable housing and economic development.

Last year, the City Council approved a new position to help us plan for and implement strategies to ensure the City is able to be proactive and identify and get out in front of opportunities. FY 20 will be the first full year for this Economic Development Manager position. The work that is already being done on small business assistance, work force development and positioning the City to take advantage of the federal Opportunity Zone along University Boulevard and New Hampshire Avenue is remarkable.

However, it takes a combined effort of the Council, staff and the community to make progress in this effort. Showing that Takoma Park welcomes appropriate economic development investment throughout our community is essential to our future economic health.

Environmental Sustainability

In FY 20, we will continue our work to address energy and environmental sustainability issues, particularly in light of our concerns about climate change. In addition to continuing our focus on helping residents of multi-family buildings and lower-income residents, we will also be reconsidering our longstanding Tree Ordinance and developing tree canopy goals that support the maintenance and growth of the City's urban forest. We will also be updating the Sustainable Energy Action plan with more aggressive strategies to eliminate greenhouse gas emissions and add resiliency to the planning goals. And we are already seeing the benefits resulting from the Council's recent decision to transition the City's streetlights to LED!

Our stormwater program is a major aspect of our work towards environmental sustainability and the protection of our waterways and the Chesapeake Bay. With increased frequency and intensity of rain events, residents are experiencing stormwater runoff between properties at levels we have not seen before. We are increasingly hearing from residents seeking assistance in developing strategies to protect their property from stormwater runoff from adjacent properties and slopes during storm events. We have updated, detailed information on impervious surfaces in the City, so we will be considering new approaches to our stormwater fee and program in the near future that are likely to be welcomed by the community.

I am thrilled that construction of the Flower Avenue Green Street project will begin this spring. The improvements will result in much safer conditions for pedestrians and transit users from Carroll Avenue to Piney Branch Road. Besides supporting people who are not driving cars, the project will make significant stormwater quality improvements. I very much look forward to the completion of this project, which will garner attention – and envy – from around the nation.

Fiscally Sustainable Government

One of the Council's goals for FY 19 was to adopt a financial policy to determine the appropriate level of designated reserves. Consistent with best practices, the Council adopted a policy to have the City's Unassigned Fund Balance be 17% of the General Fund operating revenues. In the past, the City worked to ensure the amount is at least over \$3 million to accommodate the normal fluctuations of revenue and expenditures from month to month. (We also have reserves for replacement of equipment, facility components and emergencies.)

For FY 20, 17% of the General Fund operating revenues is approximately \$4.4 million. The Unassigned Fund Balance in the FY 20 Recommended Budget is about \$3.1 million. (Despite adoption of the reserve policy, the FY 19 budget had only \$2.6 million in Unassigned Fund Balance.) I would prefer this number to be larger, but given budget realities, I believe we will need to work our way up to the 17% reserve level over the next couple of years by ensuring that ongoing revenue supports ongoing expenses. A commitment to having a fiscally sustainable government this year and into the future requires difficult choices.

Recommended Budget Preparation

The FY 20 Recommended Budget is the product of months of preparation by the staff and Council. Besides the Council Retreats in January and February, we once again held a special Roundtable Discussion between the Council and the City’s Senior Leadership Team that I believe was beneficial for all participants. I deeply appreciate the collaborative approach between Council and staff in development of this Recommended Budget.

Looking forward, we will hold two informal Budget Open Houses (on April 8 in the Community Center and April 15 at the Takoma Park Recreation Center, both at 6:00 pm) to allow the public to engage with staff about the budget in advance of the more formal public hearings before Council. Public input is essential to our government and keeps us all heading in the right direction, together.

I want to give special thanks to the team that prepares this budget document. Staff in each department provide financial and narrative information for the sections that apply to them. I asked Deputy City Manager Jason Damweber to take the lead on budget preparation this year and he has done an admirable job. I particularly appreciate his efforts to see that more detailed information is available for Council as they consider this proposed budget and the needs of their constituents. As always, our Finance team – Finance Director Susan Cheung and Budget Specialist Alisa Trammel – did an excellent job transforming an incredible amount of information and numerical data into the actual budget document, and Communication Specialist Donna Wright added her style to the design elements that help communicate the story.

I look forward to the Council’s consideration of this budget and to a productive Fiscal Year 2020.

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

Jason Damweber

Director of Finance

Susan Cheung

Senior Leadership

- | | |
|--|--|
| • Ellen Arnold-Robbins, Director of Library | • Gregory Clark, Director of Recreation |
| • Alexis Blackwell, 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

Alisa Trammell, Budget Specialist
Donna Wright, Communications Specialist



2019 - 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.





2019 - 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**, including crossing guards and neighborhood service/code enforcement (development and control of local environmental and sustainability laws which requires education and enforcement: Safe Grow, plastic bag ban, polystyrene ban, tree ordinance)
- **Public Works** services, including:
 - sidewalk repair and installation, road repair and resurfacing, traffic calming
 - tree and canopy protection, tree maintenance
 - trash collection, recycling, food waste collection, leaf collection/mulch, electronics recycling
 - stormwater and erosion control
 - right-of-way maintenance, landscaping/gardens
 - maintenance of City facilities
 - electronic recycling drop off
 - civil engineering services
 - construction project management
 - snow removal
- **Sustainability/energy efficiency programs**
- **Rent stabilization and other affordable housing initiatives** such as a down payment assistance program
- **Tenant services and advocacy** (City contracts with County for code enforcement of multi-family buildings; City provides direct assistance to tenants to create Tenant Associations and work with tenants to address/resolve issues between tenants and landlords/management companies)
- **Parking management** and enforcement
- **Recreation programs and services**, including sports leagues and summer camps; scholarships for low-income residents and seniors, funding free summer camp and summer jobs program for teens
- **Library** with extensive collections of print and digital resources for all ages, associated programs for children and adults (early literacy, reading readiness for ESL parents, book discussion groups, Spanish and French language programs, MOOC discussion groups, Caldecott Club, Comics Jam, regular visits from renowned authors and illustrators), and public access computers with dedicated staff
- **Advancing racial equity**

2019 - 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.

- **Childcare programs** (for before and after school)
- **Maintenance of City parks, pavilions and athletic fields**
- **Library** with extensive collections of print and digital resources for all ages, associated programs for children and adults (early literacy, reading readiness for ESL parents, book discussion groups, Spanish and French language programs, MOOC discussion groups, Caldecott Club, Comics Jam, regular visits from renowned authors and illustrators), and public access computers with dedicated staff
- **City festivals, parades and events** (Celebrate Takoma, Monster Bash, Egg Hunt, Independence Day, etc.)
- **Community grants and partnership programs** to provide funds for area service providers to address issues like food scarcity, youth success (summer lunch and learn program; mentorship), and recreation
- **Public Arts and Humanities programs**
- **Communications/City TV – online and cable programs and broadcasting**, City Newsletter, maintenance of website, social media
- **Legislative advocacy** at county and state levels
- **Administering local elections** which have extended voting rights to 16 and 17 year olds and non-citizens inspiring policy changes in other cities
- **Support for resident boards and commissions**
- **Support for local business associations** to promote amenities in the City
- **Internal services:** Information Technology (which also supports outward facing technology like computer labs), Human Resources, Finance, Legal, etc.
- **Emergency funds** to help residents who may need help one time to pay rent, buy food etc.; also have a Tree Fund for assistance to help residents who need to remove a dangerous tree but cannot afford it (we also provide assistance for those who qualify to reduce their property taxes)
- **Meeting rooms and other public space**, including computer labs, media center, arts room, dance room, senior room, teen lounge, and game room
- **Passport services**
- **Notary services**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Takoma Park
Maryland**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrell

Executive Director

General Information

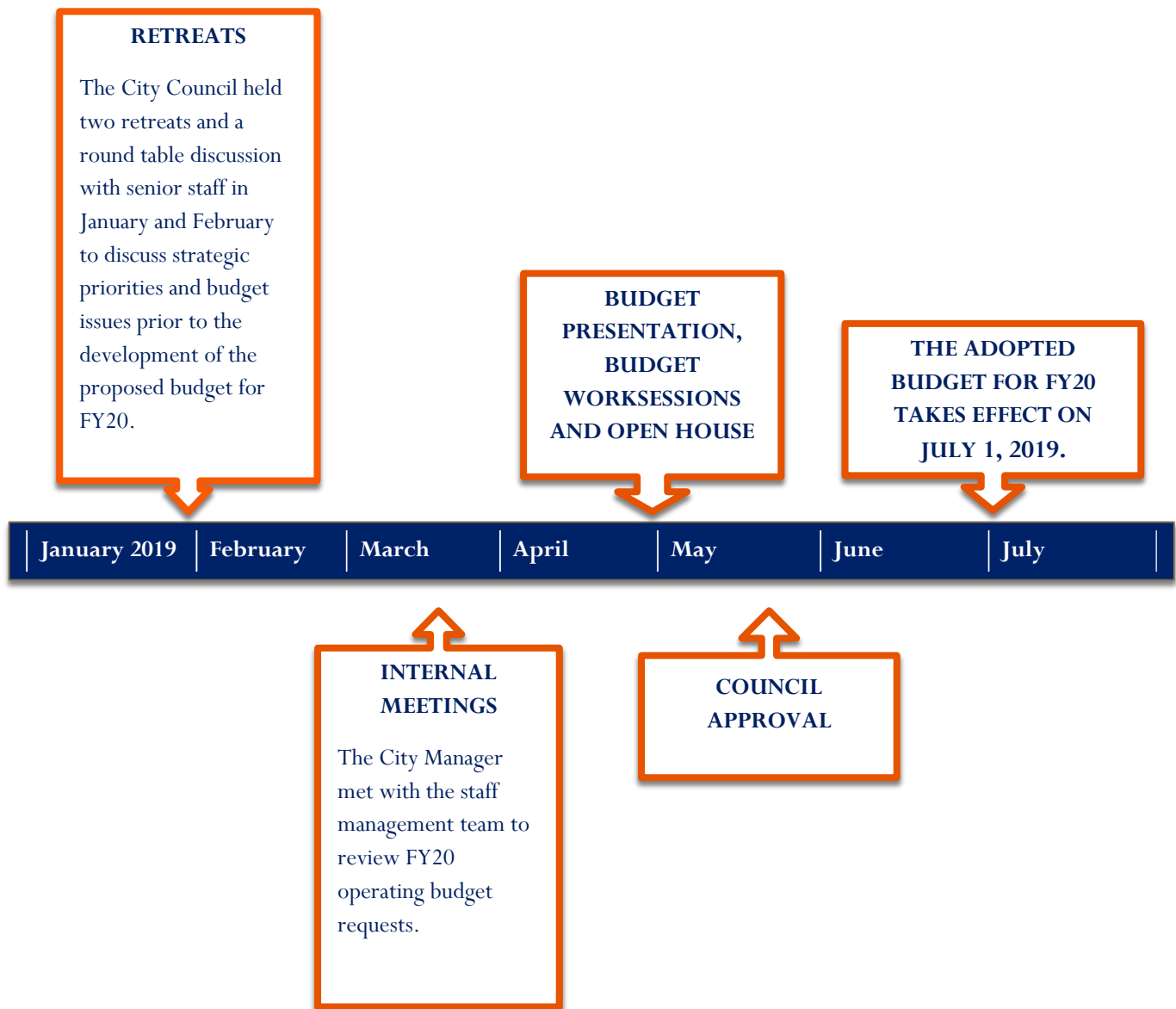
The fiscal year for the City begins on July 1 and ends on June 30. The fiscal year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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.

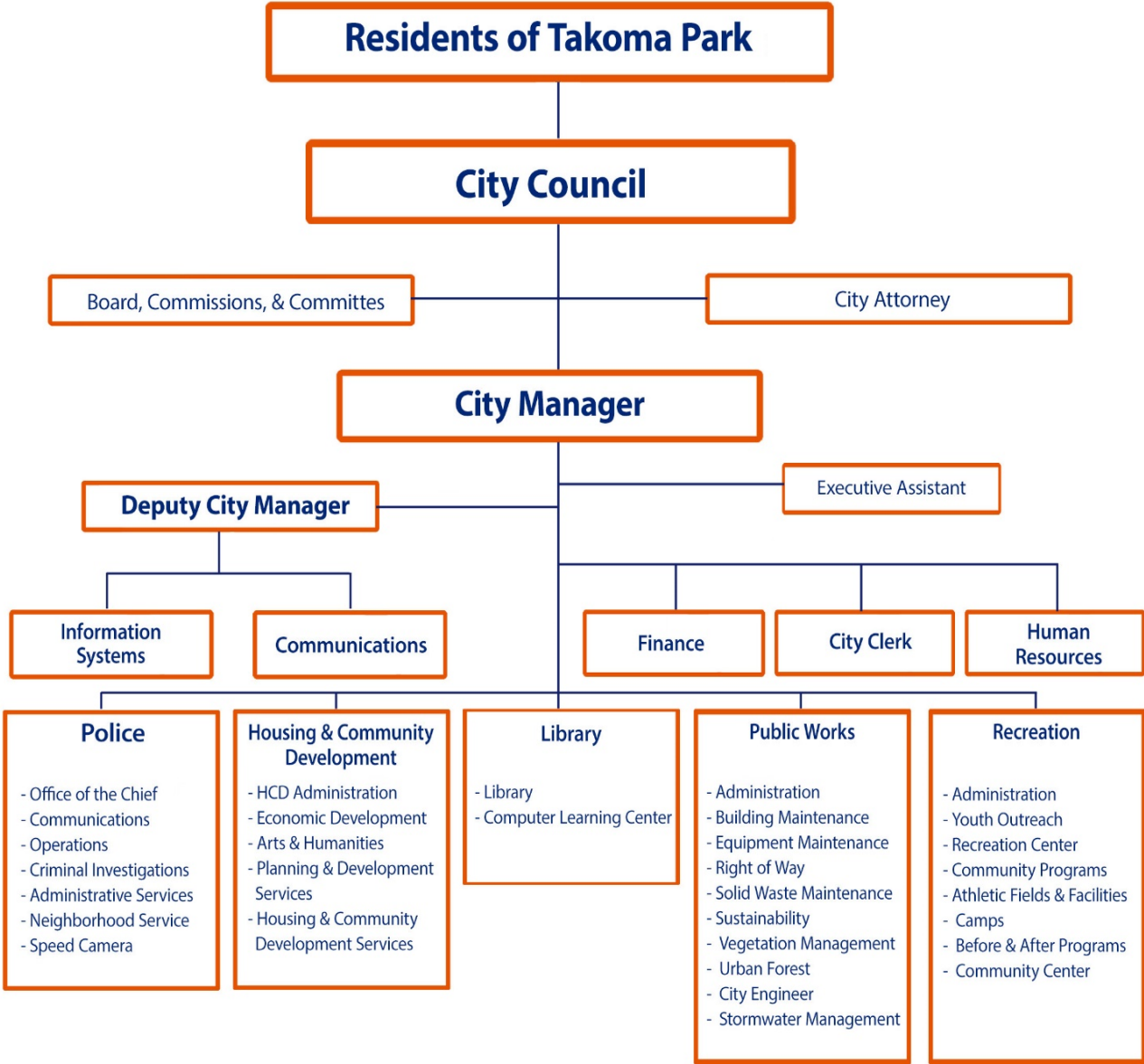
Before adopting the budget, the Council must hold at least one public hearing. The Council may add new items and may increase or decrease the total expenditures recommended by the City Manager. The budget is adopted in the form of an ordinance.

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 \$31,366,327.
- Total expenditures (all funds) of \$35,100,930.
- Total General Fund revenues of \$25,970,116.
- Total General Fund expenditures of \$29,758,028.
- Assessable real property base (net) projected to increase by approximately \$41 million or 1.7 percent from FY19.
- Real property tax rate increases to \$0.556 per \$100 of assessed valuation. Real property tax revenues increase by \$872,661 compared to FY19 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County remain unchanged at \$3,513,643 for the fifth year in a row.
- Staffing levels increase by 2.38 full-time equivalents. The net increase reflects two half-time positions – Landlord-Tenant Mediator and Parking Enforcement Officer – increasing to fulltime, and adjustments to part-time hours in the Recreation Department and Arts and Humanities division.
- Anticipated General Fund expenditures of \$1.25 million for streets and sidewalks. General Fund expenditures also include \$1,188,020 for the Flower Avenue Green Street Project of which \$1 million will be paid by the City’s Transportation Bond. The FY20 cost of Library design and renovation is expected to be \$800,000 and is funded by a \$7 million Library Bond.
- Continued funding (\$152,000) for the City’s local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$650,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including four police cars (\$179,392), a recreation bus (\$78,136), a dump truck (\$80,000), and two pick-up trucks (\$67,100).
- No fund contribution will be made to the Facility Maintenance Reserve. Funds from the Facility Maintenance Reserve will be used to renovate the IT and Cable Departments (\$125,000) on the third floor and replace the Air Handler (\$50,000) on the second floor of the Community Center.

Budget at a Glance

<ul style="list-style-type: none">Financial support for the Takoma Park Independence Day Committee (\$25,000), the Takoma Park Folk Festival (\$20,000), and \$115,000 for Community Grant programs.
<ul style="list-style-type: none">Continued financial support for emergency assistance services (\$30,000) to supplement donations from the public.
<ul style="list-style-type: none">Funding related to Council priorities such as Housing Reserve Fund (\$210,000), and Community Partnership Program (\$110,000).
<ul style="list-style-type: none">Expenditures of \$230,000 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, in Grant Avenue (\$30,000), Manor Circle (\$35,000), Parkview Towers (\$55,000) and construction of Takoma Branch Stream Restoration (\$110,000).
<ul style="list-style-type: none">Funding in the amount of \$3,337,301 in Special Revenue Funds for special projects, including \$2.7 million for the Flower Avenue Green Street Project, \$190,000 funding for the New Hampshire Avenue Bikeway, \$259,350 for CDBG ADA Sidewalks.
<ul style="list-style-type: none">Anticipated expenditure of \$83,000 from Speed Camera Fund revenues. Expenditures include purchase of camera trailer (\$33,000), field radio equipment (\$25,000) and mobile computers (\$25,000).
<ul style="list-style-type: none">Contribution of \$50,000 in excess of the actuarially recommended contribution amount for the Police Employees' Retirement Plan.
<ul style="list-style-type: none">The FY20 budget document includes several changes from previous 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 FY15	Actual FY16	Actual FY17	Actual FY18	Adopted FY19	Proposed FY20
General Government	17.50	17.50	17.25	16.75	17.75	17.75
Police	59.47	59.47	62.64	62.95	64.95	66.45
Public Works	34.85	35.85	35.85	36.10	36.10	36.10
Recreation	19.89	19.89	19.87	19.34	20.53	21.03
Housing and Community Development	9.75	9.83	8.51	8.38	9.50	10.13
Communications	4.35	5.62	5.75	5.75	5.75	5.50
Library	10.90	11.12	11.13	11.13	11.13	11.13
Stormwater Management	1.15	1.15	1.15	1.15	1.15	1.15
Special Revenue	-	-	-	-	-	-
Speed Camera	3.00	3.00	3.00	3.00	3.00	3.00
Total Full-Time Equivalents	160.86	163.23	165.15	164.55	169.86	172.24



City of Takoma Park



Community Center

Fund Summaries

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Financial Structure Overview

The FY20 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

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

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

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

Financial Structure Overview

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

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

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, 2019

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed Camera Fund	Total
FY 2020 Revenues	25,970,116	713,000	3,405,211	1,278,000	31,366,327
FY 2020 Expenditures	29,758,028	742,313	3,431,071	1,169,518	35,100,930
Excess (deficiency) of revenues over expenditures	(3,787,912)	(29,313)	(25,860)	108,482	(3,734,603)
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	(3,787,912)	(29,313)	(25,860)	108,482	(3,734,603)
Fund Balance					
Beginning of year	18,081,491	160,447	3,063,869	777,205	22,083,012
End of year	14,293,579	131,134	3,038,009	885,687	18,348,409

General Fund Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Projected FY19	Proposed FY20
REVENUES						
Taxes and utility fees	16,142,419	16,357,517	16,511,119	17,204,857	17,287,159	17,862,623
Licenses and permits	87,315	69,718	107,513	73,604	76,804	76,804
Fines and forfeitures	482,986	372,451	253,980	310,000	220,000	220,000
Use of money and property	53,214	24,935	126,545	75,000	295,334	242,400
Charges for service	1,141,780	1,197,123	1,188,260	1,120,797	1,177,644	1,283,353
Intergovernmental	5,818,760	6,084,854	6,071,029	6,148,742	6,188,306	6,206,886
Miscellaneous	215,008	106,844	111,121	178,130	185,395	78,050
Total Revenues	23,941,482	24,213,442	24,369,567	25,111,130	25,430,642	25,970,116
EXPENDITURES						
General Government	3,053,281	2,873,202	2,905,388	3,340,164	3,167,411	3,341,322
Police	7,246,838	7,552,140	7,685,288	8,509,949	8,298,977	8,605,010
Public Works	4,618,791	4,580,093	4,738,309	5,248,059	5,217,858	5,158,540
Recreation	1,582,574	1,723,755	1,748,827	1,988,550	1,973,660	2,066,972
Housing and Community Development	1,517,686	1,257,609	1,329,781	1,735,702	1,629,199	1,780,433
Communications	500,162	489,911	512,517	565,800	507,441	543,612
Library	1,181,498	1,217,410	1,270,738	1,372,720	1,410,730	1,334,070
Non-Departmental	1,120,833	1,168,117	1,220,628	1,874,104	1,527,083	1,651,426
Capital Outlay	1,783,457	2,065,455	2,070,491	5,304,508	4,766,987	4,358,915
Debt Service	1,902,426	359,898	982,447	919,915	919,915	917,728
Total Expenditures	24,507,546	23,287,590	24,464,414	30,859,471	29,419,261	29,758,028
Excess (deficiency) of revenues over expenditures						
	(566,064)	925,852	(94,847)	(5,748,341)	(3,988,619)	(3,787,912)
OTHER FINANCING SOURCES (USES)						
Bond proceeds	1,579,730	-	9,125,459	-	-	-
Capital lease	-	-	-	-	-	-
Sale of property	-	-	-	-	-	-
Operating transfers in (out)	(27,108)	(80,035)	(58,180)	-	-	-
Total Other Financing Sources (Uses)	1,552,622	(80,035)	9,067,279	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses						
	986,558	845,817	8,972,432	(5,748,341)	(3,988,619)	(3,787,912)
FUND BALANCE						
Beginning of year	11,265,303	12,251,861	13,097,678	22,070,110	22,070,110	18,081,491
End of year	12,251,861	13,097,678	22,070,110	16,321,769	18,081,491	14,293,579

General Fund Fund Balance Projection Detail

	As Of June 30, 2018	Additions	Deletions	As Of June 30, 2019	Additions	Deletions	As Of June 30, 2020
Emergency Reserve	481,949	-	-	481,949	-	-	481,949
Equipment Replacement Reserve	4,076,460	700,000	1,114,565	3,661,895	650,000	613,895	3,698,000
WSSC Contribution for Future Street Work	97,031	-	-	97,031	-	-	97,031
Facility Maintenance Reserve	588,345	200,000	538,686	249,659	-	195,000	54,659
NonSpendable-Prepaid, Deposits, Inventory	8,272	5,000	6,700	6,572	5,000	6,500	5,072
Housing Reserve	684,098	200,000	20,000	864,098	210,000	210,000	864,098
Bond Reserve (Restricted)	8,968,565	-	1,218,160	7,750,405	-	1,800,000	5,950,405
Total Reserved/NonSpendable Fund Balance	14,904,720	1,105,000	2,898,111	13,111,609	865,000	2,825,395	11,151,214
Total Unassigned Fund Balance	7,165,390	-	2,195,508	4,969,882	-	1,827,517	3,142,365
Total Fund Balance	22,070,110			18,081,491			14,293,579

General Fund Revenues

REVENUES BY SOURCE	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
Taxes and Utility Fees						
Real Property	11,516,876	11,998,604	12,094,212	12,652,357	12,652,357	13,525,018
Personal Property	375,018	410,678	404,640	420,000	420,000	100,000
RR and Public Utilities	220,552	221,706	230,185	240,000	240,000	242,134
Penalties and Interest	64,336	122,844	37,561	40,000	28,000	30,000
Admission and Amusement	134,062	136,238	127,029	134,000	130,000	130,000
Additions and Abatements	(8,713)	(49,620)	(46,782)	(48,000)	(48,000)	(48,000)
Highway	346,015	345,873	360,336	366,500	464,802	495,471
Income Tax	3,494,273	3,171,194	3,303,938	3,400,000	3,400,000	3,388,000
Total--Taxes and Utility Fees	16,142,419	16,357,517	16,511,119	17,204,857	17,287,159	17,862,623
Licenses and Permits	87,315	69,718	107,513	73,604	76,804	76,804
Fines and Forfeitures	482,986	372,451	253,980	310,000	220,000	220,000
Use of Money and Property	53,214	24,935	126,545	75,000	295,334	242,400
Charges for Services						
Inspection Fees	318,668	325,162	325,942	333,595	333,595	306,674
Public Parking Facilities	104,123	101,616	107,907	95,000	100,000	200,000
Waste Collection & Disposal Charges	69,011	61,827	64,592	69,000	69,000	65,000
Recreation Programs and Services	495,384	558,363	565,872	504,400	547,457	583,535
Library Fines and Fees	26,121	23,869	16,457	17,000	20,000	20,000
Passport Services	81,613	80,670	59,860	56,000	59,000	56,000
Copying	-	-	4,797	-	7,500	10,000
Telephone Commissions	-	26	18	30	20	20
Special Trash Pickup	8,435	9,425	10,467	8,500	8,500	9,500
Recyclable Sales	238	532	184	500	200	200
Mulch Sales	22,755	20,566	21,827	22,000	22,000	22,000
Advertising--Bus Shelters	9,873	9,347	4,617	9,000	4,600	4,600
Farmer's Market	5,559	5,720	5,720	5,772	5,772	5,824
Total--Charges for Services	1,141,780	1,197,123	1,188,260	1,120,797	1,177,644	1,283,353

General Fund Revenues

REVENUES BY SOURCE	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
Intergovernmental Revenues						
Police Protection (State)	401,570	451,694	457,251	415,436	455,000	442,995
State & County Projects	181,797	46,059	10,595	162,000	162,000	86,491
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Montgomery County	-	-	-	-	-	-
Library Aid	154,498	166,169	168,704	164,000	164,000	188,329
Police Rebate	930,658	945,118	1,013,685	1,028,000	1,028,000	1,126,765
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	743,199
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	72,913
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	182,384
Takoma/Langley Rec. Agreement	85,020	87,650	85,020	85,020	85,020	85,020
Hotel Motel Tax	118,598	133,500	121,430	118,000	118,000	120,000
Cable Franchise Fees	250,290	258,639	244,920	228,000	228,000	221,000
Cable--Operating	177,043	476,739	450,138	429,000	429,000	417,000
Chesapeake Bay Trust Grant	-	-	-	-	-	-
Total--Intergovernmental Revenues	5,818,760	6,084,854	6,071,029	6,148,742	6,188,306	6,206,886
Miscellaneous						
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000
Sales of Impounded Property	615	1,200	-	1,000	-	-
Other	112,852	30,666	17,002	30,000	28,000	27,875
Insurance Claims	40,037	(1,027)	20,787	500	2,500	2,500
Administrative Fees--Parking	7,980	5,663	3,625	6,000	4,000	4,000
Federal Grant	4,278	-	3,200	-	7,836	5,675
Sale of City Property	22,196	30,082	40,400	12,000	12,000	12,000
Donations	2,050	15,260	1,107	103,630	106,059	1,000
Total--Miscellaneous	215,008	106,844	111,121	178,130	185,395	78,050
Total General Fund Revenues	23,941,482	24,213,442	24,369,567	25,111,130	25,430,642	25,970,116

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
General Government						
1100 - Legislative						
Personnel Expenses	113,946	103,572	109,428	112,500	114,300	115,000
Other Operating Expenses	81,296	68,269	90,129	129,115	111,515	135,558
Division Total	195,242	171,841	199,557	241,615	225,815	250,558
1120 – City Administration						
Personnel Expenses	610,747	534,077	529,662	553,590	554,590	568,390
Other Operating Expenses	151,429	105,461	94,274	158,250	148,357	102,868
Division Total	762,176	639,538	623,936	711,840	702,947	671,258
1130 – Finance						
Personnel Expenses	542,598	501,186	516,013	538,680	547,372	564,680
Other Operating Expenses	93,879	92,131	73,979	113,800	87,101	90,900
Division Total	636,477	593,317	589,992	652,480	634,473	655,580
1140 – Legal						
Personnel Expenses	-	-	-	-	-	-
Other Operating Expenses	263,590	260,233	212,731	233,750	213,750	234,000
Division Total	263,590	260,233	212,731	233,750	213,750	234,000
1150 – Information System						
Personnel Expenses	342,583	351,248	376,275	397,120	406,135	446,120
Other Operating Expenses	273,244	255,811	220,060	257,562	254,080	225,956
Division Total	615,827	607,059	596,335	654,682	660,215	672,076
1160 – Human Resources						
Personnel Expenses	270,023	277,403	310,565	392,150	371,590	392,120
Other Operating Expenses	43,279	36,641	83,047	147,400	87,805	140,950
Division Total	313,302	314,044	393,612	539,550	459,395	533,070
1170 – City Clerk						
Personnel Expenses	247,068	260,774	269,223	280,120	249,560	300,090
Other Operating Expenses	19,599	26,396	20,002	26,127	21,256	24,690
Division Total	266,667	287,170	289,225	306,247	270,816	324,780
Total General Government	3,053,281	2,873,202	2,905,387	3,340,164	3,167,411	3,341,322

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
Police						
2100 – Office of Chief						
Personnel Expenses	343,423	400,677	299,351	422,090	509,840	653,120
Other Operating Expenses	297,206	314,989	268,516	276,870	296,885	250,489
Division Total	640,629	715,666	567,867	698,960	806,725	903,609
2200 – Communications						
Personnel Expenses	523,970	524,096	432,884	574,920	530,710	585,570
Other Operating Expenses	29,445	21,980	38,841	29,640	29,640	33,000
Division Total	553,415	546,076	471,725	604,560	560,350	618,570
2300 – Operations/Patrol						
Personnel Expenses	3,752,748	3,515,466	3,741,419	4,054,465	3,811,720	4,108,030
Other Operating Expenses	134,642	123,530	179,374	163,693	151,698	145,808
Division Total	3,887,390	3,638,996	3,920,793	4,218,158	3,963,418	4,253,838
2400 – CID Investigations						
Personnel Expenses	1,375,493	1,525,514	1,550,660	1,616,130	1,471,880	1,078,800
Other Operating Expenses	40,496	40,317	49,284	64,647	72,105	72,250
Division Total	1,415,989	1,565,831	1,599,944	1,680,777	1,543,985	1,151,050
2500 – Administration						
Personnel Expenses	654,826	675,695	691,648	723,700	837,089	1,045,299
Other Operating Expenses	94,589	85,242	107,090	110,224	109,849	108,594
Division Total	749,415	760,937	798,738	833,924	946,938	1,153,893
2600 – Neighborhood Services						
Personnel Expenses	-	309,512	312,900	363,250	367,241	413,550
Other Operating Expenses	-	15,122	13,321	110,320	110,320	110,500
Division Total	-	324,634	326,221	473,570	477,561	524,050
Total Police	7,246,838	7,552,140	7,685,288	8,509,949	8,298,977	8,605,010
Public Works						
3100 – Administration						
Personnel Expenses	369,726	375,022	378,440	410,430	427,430	253,160
Other Operating Expenses	152,915	124,577	122,814	360,139	311,600	66,600
Division Total	522,641	499,599	501,254	770,569	739,030	319,760

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
3200 – Building Maintenance						
Personnel Expenses	407,318	423,822	452,857	479,230	506,710	489,830
Other Operating Expenses	388,971	403,286	382,419	406,100	364,150	388,900
Division Total	796,289	827,108	835,276	885,330	870,860	878,730
3300 – Equipment Maintenance						
Personnel Expenses	267,991	273,371	285,162	302,171	299,380	316,340
Other Operating Expenses	189,238	214,967	188,226	200,775	220,990	214,515
Division Total	457,229	488,338	473,388	502,946	520,370	530,855
3400 – Right of Way						
Personnel Expenses	646,141	643,932	660,387	742,169	746,170	660,560
Other Operating Expenses	411,781	352,645	409,179	397,085	397,200	306,272
Division Total	1,057,922	996,577	1,069,566	1,139,254	1,143,370	966,832
3500 – Solid Waste						
Personnel Expenses	694,054	713,057	733,411	722,300	770,770	751,935
Other Operating Expenses	327,921	277,072	319,728	301,022	327,950	343,775
Division Total	1,021,975	990,129	1,053,139	1,023,322	1,098,720	1,095,710
3600 – Sustainability						
Personnel Expenses	-	-	-	-	-	155,940
Other Operating Expenses	-	-	-	-	-	184,075
Division Total	-	-	-	-	-	340,015
3700 – Vegetation Management						
Personnel Expenses	228,618	261,666	233,193	272,158	190,960	399,740
Other Operating Expenses	24,666	30,820	25,173	29,000	18,500	29,000
Division Total	253,284	292,486	258,366	301,158	209,460	428,740
3800 – Urban Forest						
Personnel Expenses	92,874	52,779	112,083	110,460	117,920	118,480
Other Operating Expenses	70,607	153,553	108,665	175,500	170,200	148,850
Division Total	163,481	206,332	220,748	285,960	288,120	267,330

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
3900 – City Engineer						
Personnel Expenses	201,897	203,995	206,808	222,020	230,427	229,018
Other Operating Expenses	144,073	75,529	119,764	117,500	117,501	101,550
Division Total	345,970	279,524	326,572	339,520	347,928	330,568
Total Public Works	4,618,791	4,580,093	4,738,309	5,248,059	5,217,858	5,158,540
Recreation						
4100 – Administration						
Personnel Expenses	273,982	252,235	276,351	457,620	465,020	477,120
Other Operating Expenses	119,368	159,541	70,438	94,350	86,804	104,353
Division Total	393,350	411,776	346,789	551,970	551,824	581,473
4200 – Youth Outreach						
Personnel Expenses	-	855	28,395	246,182	220,845	239,920
Other Operating Expenses	-	-	1,076	55,000	49,900	60,000
Division Total	-	855	29,471	301,182	270,745	299,920
4300 – Recreation Center						
Personnel Expenses	160,678	180,935	210,948	148,180	150,650	152,204
Other Operating Expenses	35,112	30,654	39,955	38,200	37,600	39,700
Division Total	195,790	211,589	250,903	186,380	188,250	191,904
4400 – Community Programs						
Personnel Expenses	90,235	121,730	118,292	168,178	160,961	174,360
Other Operating Expenses	48,160	65,054	65,025	61,450	60,500	71,675
Division Total	138,395	186,784	183,317	229,628	221,461	246,035
4500 – Facilities and Athletic Fields						
Personnel Expenses	10,304	10,489	14,764	-	-	-
Other Operating Expenses	43,330	51,688	46,033	84,500	83,000	77,700
Division Total	53,634	62,177	60,797	84,500	83,000	77,700
4600 – Camps						
Personnel Expenses	86,313	85,170	76,451	76,380	74,715	78,530
Other Operating Expenses	15,134	40,859	40,285	51,600	50,900	53,100
Division Total	101,447	126,029	116,736	127,980	125,615	131,630

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
4700 – Before/ After School Program						
Personnel Expenses	96,524	100,002	91,854	113,650	111,355	114,200
Other Operating Expenses	9,003	9,941	7,107	12,850	11,800	8,350
Division Total	105,527	109,943	98,961	126,500	123,155	122,550
4800 – Community Center						
Personnel Expenses	459,788	493,415	528,204	245,010	279,110	283,360
Other Operating Expenses	134,643	121,188	133,649	135,400	130,500	132,400
Division Total	594,431	614,603	661,853	380,410	409,610	415,760
Total Recreation	1,582,574	1,723,755	1,748,827	1,988,550	1,973,660	2,066,972
Housing and Community Development						
5100 – Code Enforcement						
Personnel Expenses	238,434	-	-	-	-	-
Other Operating Expenses	262,592	-	-	-	-	-
Division Total	501,026	-	-	-	-	-
5200 – Landlord and Tenant						
Personnel Expenses	84,182	-	-	-	-	-
Other Operating Expenses	2,095	-	-	-	-	-
Division Total	86,277	-	-	-	-	-
5300 – Rent Stabilization						
Personnel Expenses	108,228	-	-	-	-	-
Other Operating Expenses	8,105	-	-	-	-	-
Division Total	116,333	-	-	-	-	-
5400 – Planning and Development Services						
Personnel Expenses	300,032	231,610	236,749	287,120	301,120	311,150
Other Operating Expenses	118,649	112,837	174,493	111,800	99,100	97,900
Division Total	418,681	344,447	411,242	398,920	400,220	409,050
5500 – HCD Administration						
Personnel Expenses	124,433	240,920	271,859	279,450	276,085	117,000
Other Operating Expenses	31,276	40,823	35,871	68,304	61,304	66,880
Division Total	155,709	281,743	307,730	347,754	337,389	183,880

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
5600 – Economic Development						
Personnel Expenses	-	-	-	111,854	64,976	155,160
Other Operating Expenses	-	-	-	113,600	108,700	120,200
Division Total	-	-	-	225,454	173,676	275,360
5700 – Arts and Humanities						
Personnel Expenses	-	-	-	-	-	61,540
Other Operating Expenses	-	-	-	-	-	12,470
Division Total	-	-	-	-	-	74,010
5800 – Housing and Community Services						
Personnel Expenses	93,740	342,121	318,867	440,010	402,510	481,980
Other Operating Expenses	145,920	289,298	291,942	323,564	315,404	356,153
Division Total	239,660	631,419	610,809	763,574	717,914	838,133
Total Housing and Community Development	1,517,686	1,257,609	1,329,781	1,735,702	1,629,199	1,780,433
Communications/Media						
6000 – Communications/Media						
Personnel Expenses	359,596	347,668	385,329	422,980	378,360	406,420
Other Operating Expenses	140,566	142,243	127,188	142,820	129,081	137,192
Division Total	500,162	489,911	512,517	565,800	507,441	543,612
Total Communications/Media	500,162	489,911	512,517	565,800	507,441	543,612
Library						
7000 – Library						
Personnel Expenses	942,774	961,787	1,002,972	1,071,980	1,112,980	1,067,480
Other Operating Expenses	155,138	160,420	170,640	199,050	191,900	162,840
Division Total	1,097,912	1,122,207	1,173,612	1,271,030	1,304,880	1,230,320
7200 – Computer Center						
Personnel Expenses	79,319	91,743	95,325	96,090	99,290	98,290
Other Operating Expenses	4,267	3,460	1,801	5,600	6,560	5,460
Division Total	83,586	95,203	97,126	101,690	105,850	103,750
Total Library	1,181,498	1,217,410	1,270,738	1,372,720	1,410,730	1,334,070
Departmental Total	19,700,830	19,694,120	20,190,847	22,760,944	22,205,276	22,829,959

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
Non-Departmental						
Workers Compensation	536,664	689,084	544,349	595,000	595,000	595,000
Other Fringe Benefits	51,109	33,452	57,021	55,000	56,000	75,875
Recognition Non-Cash	8,199	21,910	15,413	20,000	20,000	15,000
Safety and Wellness	400	-	1,172	3,000	1,500	3,000
Training	12,507	7,297	4,477	16,000	6,000	6,000
Tuition Reimbursement	36,724	25,742	29,659	35,000	20,000	15,000
Litigation Hearing	-		2,500	900	1,200	1,200
Emergency Supplies	-	2,317	-	-	-	20,000
General Insurance	134,743	141,050	119,114	150,800	129,861	148,500
General Contingency	-	-	-	124,682	-	126,579
Community Festivals	10,000	7,500	17,867	30,000	20,000	30,000
Fourth of July Expenses	16,500	8,500	25,000	25,000	25,000	25,000
Bad Debt Expense	(4,000)	-	-	227,523	244,823	-
Art Commission	10,019	16,571	10,926	16,200	12,700	-
Grants	191,616	62,521	157,345	115,000	115,000	115,000
Partnership Program	-	5,000	83,531	110,000	110,000	110,000
Housing Fund Expenditures	-	-	20,000	200,000	20,000	210,000
Tax Rebate Program	116,351	147,172	132,253	150,000	150,000	152,000
Total Non-Departmental	1,120,833	1,168,117	1,220,628	1,874,104	1,527,083	1,651,426
Capital Outlay	1,783,457	2,065,455	2,070,491	5,304,508	4,766,987	4,358,915
Debt Service	1,902,426	359,898	982,447	919,915	919,915	917,728
Transfer to SRF	27,108	80,034	58,180	-	-	-
General Fund Total Expenditures	24,534,654	23,367,624	24,522,594	30,859,471	29,419,261	29,758,028

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 FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	6,179	725	3,050	3,000	3,000	2,000
Fines and forfeitures						
Use of money and property						
Charges for service	410,472	418,071	712,395	700,000	710,000	710,000
Intergovernmental	-	-	-	168,750	168,750	-
Miscellaneous	4,962	21,421	14,659	10,000	1,000	1,000
Total Revenues	421,613	440,217	730,104	881,750	882,750	713,000
EXPENDITURES						
Public Works	351,623	348,689	449,459	516,500	492,313	512,313
Capital outlay	152,397	73,622	272,918	411,206	428,750	230,000
Total Expenditures	504,020	422,311	722,377	927,706	921,063	742,313
Excess (deficiency) of revenues						
over expenditures	(82,407)	17,906	7,727	(45,956)	(38,313)	(29,313)
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	(82,407)	17,906	7,727	(45,956)	(38,313)	(29,313)
FUND BALANCE						
Beginning of year	255,534	173,127	191,033	198,760	198,760	160,447
End of year	173,127	191,033	198,760	152,804	160,447	131,134

Note: Beginning Fiscal Year 2018, the stormwater fee increased from \$55 to \$92.

Special Revenue Funds Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
REVENUES						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,224,944	769,233	969,584	3,479,392	2,993,782	3,347,741
Miscellaneous	37,750	35,626	32,915	70,000	95,574	57,470
Total Revenues	1,262,694	804,859	1,002,499	3,549,392	3,089,356	3,405,211
EXPENDITURES						
General Government	248,301	198,754	327,724	30,100	-	36,300
Police	18,096	-	-	-	-	-
Public Works	186,207	55,625	1,128	25,000	25,000	-
Housing and Community Development	212,417	82,169	121,089	50,828	70,574	57,470
Recreation	6,750	146	-	-	-	-
Capital outlay	107,469	518,884	925,914	3,496,564	3,009,282	3,337,301
Total Expenditures	779,240	855,578	1,375,855	3,602,492	3,104,856	3,431,071
Excess (deficiency) of revenues						
over expenditures	483,454	(50,719)	(373,356)	(53,100)	(15,500)	(25,860)
OTHER FINANCING SOURCES (USES)						
Operating transfers in (out)	27,108	80,035	58,180	-	-	-
Total Other Financing Sources (Uses)	27,108	80,035	58,180	-	-	-
Excess (deficiency) of revenues and						
other financing sources over						
expenditures and other financing uses	510,562	29,316	(315,176)	(53,100)	(15,500)	(25,860)
FUND BALANCE						
Beginning of year	2,854,667	3,365,229	3,394,545	3,079,369	3,079,369	3,063,869
End of year	3,365,229	3,394,545	3,079,369	3,026,269	3,063,869	3,038,009

Note: At June 30, 2020, the ending fund reserve restricted for Cable Equipment purchases is \$3,010,316 and other Capital Improvement Projects is \$27,693.

Speed Camera Fund Summary

	Audited FY16	Audited FY17	Audited FY18	Adopted FY19	Estimated FY19	Proposed FY20
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	1,561,395	1,463,521	1,227,061	1,300,000	1,250,000	1,250,000
Use of money and property	5,052	12,992	17,933	16,600	28,000	28,000
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,566,447	1,476,513	1,244,994	1,316,600	1,278,000	1,278,000
<u>EXPENDITURES</u>						
Police	1,146,461	1,122,286	1,114,353	1,118,718	1,051,758	1,086,518
Capital Outlay	667,575	-	74,415	266,896	259,818	83,000
Total Expenditures	1,814,036	1,122,286	1,188,768	1,385,614	1,311,576	1,169,518
Excess (deficiency) of revenues						
over expenditures	(247,589)	354,227	56,226	(69,014)	(33,576)	108,482
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and						
other financing sources over						
expenditures and other financing uses	(247,589)	354,227	56,226	(69,014)	(33,576)	108,482
<u>FUND BALANCE</u>						
Beginning of year	647,917	400,328	754,555	810,781	810,781	777,205
End of year	400,328	754,555	810,781	741,767	777,205	885,687

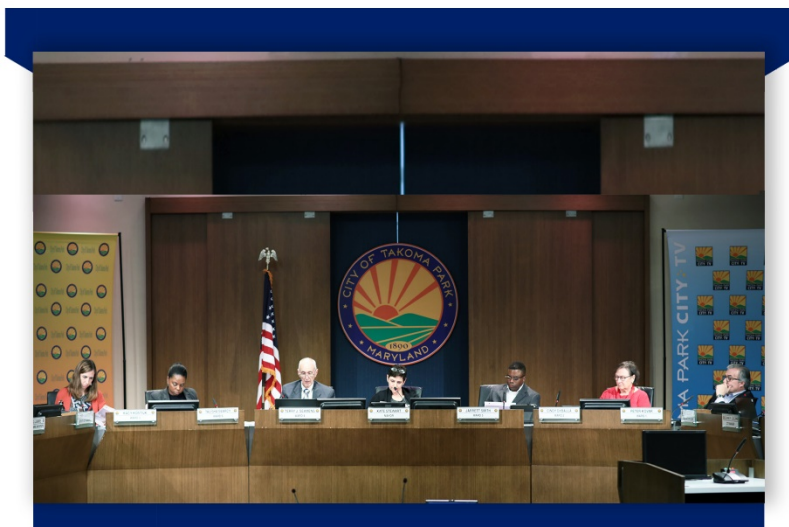
Note: Fund Balance is restricted for Public Safety Purposes, including Police Equipment in the Capital Improvement Plan designated as funded by the Speed Camera Fund.

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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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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	3.50
<i>Human Resources</i>	2.00	3.00	3.00
<i>City Clerk</i>	2.75	2.75	2.75
<i>Department Total FTEs</i>	16.75	17.75	17.75

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Passport Service</i>	59,860	56,000	59,000	56,000
<i>Investment Earnings</i>	126,546	75,000	295,334	242,400
<i>Subtotal</i>	186,406	131,000	354,334	298,400
<i>General Fund</i>	2,718,981	3,209,164	2,813,077	3,042,922
<i>Department Total</i>	2,905,387	3,340,164	3,167,411	3,341,322

Department Summary

<i>Dept. Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	1,525,824	1,625,000	1,609,192	1,725,500
<i>Fringe Benefits</i>	562,983	631,500	611,800	643,500
<i>Overtime</i>	17,176	14,000	19,000	13,800
<i>Employee Recognition</i>	5,182	3,660	3,555	3,600
<i>Personnel Subtotal</i>	2,111,165	2,274,160	2,243,547	2,386,400
<i>Supplies</i>	8,818	12,600	9,400	10,250
<i>Computer Expenditures</i>	18,198	21,200	18,169	15,000
<i>Services and Charges</i>	569,313	803,652	696,022	690,164
<i>Communications</i>	22,701	23,302	23,630	21,668
<i>Office Expenditures</i>	22,410	29,750	17,851	26,050
<i>Conferences, Training, & Dues</i>	85,773	122,000	105,792	136,790
<i>Recruitment</i>	53,133	45,000	46,000	47,500
<i>Special Events & Programs</i>	13,876	8,500	7,000	7,500
<i>Operating Expenditures Subtotal</i>	794,222	1,066,004	923,864	954,922
<i>Department Total</i>	2,905,387	3,340,164	3,167,411	3,341,322

<i>Dept. Expenditures by Division</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Legislative</i>	199,557	241,615	225,815	250,558
<i>General Management</i>	623,936	711,840	702,947	671,258
<i>Finance</i>	589,991	652,480	634,473	655,580
<i>Legal Services</i>	212,731	233,750	213,750	234,000
<i>Information Systems</i>	596,335	654,682	660,215	672,076
<i>Human Resources</i>	393,612	539,550	459,395	533,070
<i>City Clerk</i>	289,225	306,247	270,816	324,780
<i>Department Total</i>	2,905,387	3,340,164	3,167,411	3,341,322

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$172,753 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.*

FY20 Budget Highlights:

- *Departmental expenditures are \$1,158 higher compared to budgeted expenditures for FY19. While we anticipate increases in personnel related expenditures, they are offset by decreases in budgeted operating expenditures, primarily funds for the resident survey.*
- *Approximately 71.4 percent of departmental expenditures are personnel related, a 4.9 percent increase over FY19.*
- *Approximately 20.7 percent of departmental expenditures are services and charges. This category includes the City's costs for legal services and other contractual expenditures, such as the annual financial audit, payments to the County for billing services, legislative advocacy services, and City-wide technology licenses.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 2.2 percent of department expenditures.*
- *Approximately 4.1 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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Legislative</i>	199,557	241,615	225,815	250,558
<i>Division Total</i>	199,557	241,615	225,815	250,558

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	78,566	82,000	82,500	83,500
<i>Fringe Benefits</i>	30,862	30,500	31,800	31,500
<i>Overtime</i>	-	-	-	-
<i>Personnel Subtotal</i>	109,428	112,500	114,300	115,000
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	49,226	80,965	75,265	73,700
<i>Communications</i>	4,539	4,650	3,750	4,598
<i>Office Expenditures</i>	6,926	5,000	3,500	8,000
<i>Conferences, Training, & Dues</i>	15,562	30,000	22,000	41,760
<i>Special Events & Programs</i>	13,876	8,500	7,000	7,500
<i>Operating Expenditures Subtotal</i>	90,129	129,115	111,515	135,558
<i>Division Total</i>	199,557	241,615	225,815	250,558

Adopted to Estimated Actual FY19:

- *Division expenditures are anticipated to be \$15,800 less than budget.*
- *The variance results from lower than expected costs for contractual expenditures and conference attendance.*

FY20 Budget Highlights:

- *Division expenditures are \$8,943 higher – an increase of 3.7 percent – compared to budgeted expenditures for FY19.*
- *Approximately 45.9 percent of division expenditures are personnel related. As elected officials, members of the City Council are not reflected in the City's FTE count. Members of the City Council may elect to receive health benefits at 50 percent of the lowest cost base plan available to employees.*
- *Services and charges account for about 29.4 percent of the division budget. This category includes \$53,000 for State and County legislative advocacy, \$10,000 for racial equity facilitation/training, \$5,000 for facilitation services for a Council retreat, \$5,000 for Council scholarships for Montgomery College students, and \$700 to reimburse Councilmembers for transportation to Annapolis, Rockville, and other local destinations for City business.*
- *Communications expenditures comprise 1.8 percent of the Legislative Division budget. This includes \$4,598 for City-issued cell phones and related charges.*
- *The Office Expenditures category includes \$5,000 for furniture for the Council Conference Room and miscellaneous expenses for small unanticipated expenditures. It accounts for 3.2 percent of the division budget.*
- *Approximately 16.7 percent of the division budget is for organization dues and conference attendance. Association dues are for the National League of Cities (\$1,500), Government Alliance for Race Equity (\$1,500), Mayors Innovation Project (\$1,000), MML (Maryland Municipal League) Montgomery Chapter and the Maryland Mayors' Association. 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 (\$30,000).*
- *Special Events and Programs account for approximately three percent of the legislative budget. This category includes \$4,000 for City Council receptions and recognitions, MML meetings and events, and refreshments for City Council meetings. The budget includes \$2,500 to support the work of City boards, commissions and committees not budgeted for elsewhere. This category also includes City elections. Due to the change of date to coincide with presidential and gubernatorial elections, the next general election will take place in November 2020 (FY 21). For FY20, \$1,000 is budgeted for mailings and miscellaneous expenses related to City elections.*

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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>City Manager</i>	1.00	1.00
<i>Deputy City Manager</i>	1.00	1.00
<i>Executive Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	3.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>General Management</i>	623,936	711,840	702,947	671,258
<i>Division Total</i>	623,936	711,840	702,947	671,258

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	398,348	420,000	420,000	430,000
<i>Fringe Benefits</i>	130,929	132,500	134,000	135,500
<i>Overtime</i>	295	1,000	500	300
<i>Employee Recognition</i>	90	90	90	2,590
<i>Personnel Subtotal</i>	529,662	553,590	554,590	568,390
<i>Supplies</i>	3,654	4,000	3,500	3,750
<i>Computer Expenditures</i>	-	500	-	2,000
<i>Services and Charges</i>	19,286	75,750	72,900	14,574
<i>Communications</i>	2,949	7,500	7,100	5,844
<i>Office Expenditures</i>	14,209	17,500	12,500	12,000
<i>Conferences, Training, & Dues</i>	54,176	53,000	52,357	64,700
<i>Operating Expenditures Subtotal</i>	94,274	158,250	148,357	102,868
<i>Division Total</i>	623,936	711,840	702,947	671,258

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$8,893 less than budget.*

FY20 Budget Highlights:

- *Division expenditures are \$40,582 lower — a decrease of 5.7 percent — compared to budgeted expenditures for FY19. This decrease is primarily because \$60,000 budgeted in FY19 for a contracted community survey and focus groups is not needed in FY20 (we strive to conduct such surveys every three to four years).*
- *Approximately 84.7 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Supplies, computer expenditures, communications, and office expenditures together account for approximately 3.5 percent of division expenditures.*
- *Services and charges account for two 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 9.6 percent of division expenditures are for association dues, conferences, and training. Association dues account for \$55,000 of the \$64,700 budgeted, and include the Maryland Municipal League and the Washington Metropolitan Council of Governments (MWCOCG). Annual dues for the MWCOCG have increased by over \$10,000, as member organizations have agreed to contribute to a new regional public safety fund that was previously funded through federal grants.*

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	FY18	FY19	FY20
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
Percentage of employees on payroll direct deposit	92%	92%	92%
Number of payroll checks and direct deposits	5,600	5,605	5,606
Number of accounts payable checks issued	3,550	3,560	3,571
Number of rental license bills issued	670	670	680

*FY19 was the first year the City submitted its budget for consideration of the award.

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>Director of Finance</i>	1.00	1.00
<i>Budget Specialist</i>	1.00	1.00
<i>Accounting Supervisor</i>	1.00	1.00
<i>Senior Accounting Assistant</i>	2.00	2.00
<i>Accounting Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	5.50	5.50

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Finance</i>	589,991	652,480	634,473	655,580
<i>Division Total</i>	589,991	652,480	634,473	655,580

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	359,452	374,500	375,192	392,500
<i>Fringe Benefits</i>	152,805	161,500	163,500	169,000
<i>Overtime</i>	575	2,500	8,500	2,500
<i>Employee Recognition</i>	3,180	180	180	680
<i>Personnel Subtotal</i>	516,012	538,680	547,372	564,680
<i>Supplies</i>	1,347	3,000	2,000	2,000
<i>Computer Expenditures</i>	1,095	3,600	4,800	-
<i>Services and Charges</i>	68,780	90,200	72,850	77,150
<i>Communications</i>	1,883	2,400	2,250	2,550
<i>Office Expenditures</i>	435	6,000	801	3,300
<i>Conferences, Training, & Dues</i>	439	8,600	4,400	5,900
<i>Operating Expenditures Subtotal</i>	73,979	113,800	87,101	90,900
<i>Division Total</i>	589,991	652,480	634,473	655,580

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$18,007 less than budget.*
- *The variance is attributable to a reduction in services and charges. The County's billing of real property taxes and Stormwater fees are \$9,725 less than estimated. There is a cost savings of \$5,000 in investment expenses as we have not yet contractually engaged a consultant for our socially responsible investment work.*

FY20 Budget Highlights:

- *Division expenditures are \$3,100 higher — an increase of 0.5 percent — compared to budgeted expenditures for FY19. The variance is attributable to the increase in personnel costs. Additional funds are provided for conferences and staff training.*
- *Division FTEs remain unchanged.*
- *Approximately 86 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 11.8 percent of the division budget. The contract charges include Montgomery County property tax and stormwater billing (\$16,500), Independent auditing fee (\$35,700), CAFR preparation and reporting fee (\$9,500) and meter coin processing fee (\$4,500).*
- *Communications account for 0.4 percent of the division budget. The charges include telephone (\$1,850) and cell phone (\$700).*
- *Conferences, training, and dues account for 0.9 percent of the division budget. They include professional membership fees (\$400), conferences (\$3,500) and local training (\$2,000).*

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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Legal</i>	212,731	233,750	213,750	234,000
<i>Division Total</i>	212,731	233,750	213,750	234,000

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	211,418	232,000	212,000	232,500
<i>Conferences, Training, & Dues</i>	1,313	1,750	1,750	1,500
<i>Operating Expenditures Subtotal</i>	212,731	233,750	213,750	234,000
<i>Division Total</i>	212,731	233,750	213,750	234,000

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$20,000 less than budget.*
- *This variance is primarily attributable to lower than expected costs for contracted legal services.*

FY20 Budget Highlights:

- *Division expenditures are expected to be about the same in FY20 as they were in FY19, although there is some uncertainty as the existing five-year contract with the City Attorney reaches the end of its term during FY20.*
- *The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count. The budget for general counsel services is \$182,500.*
- *The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters. The budget for labor counsel is \$30,000, up from \$20,000 in FY19 but down \$50,000 from FY18 when union contract negotiations occurred. The increase in FY20 is due to expected legal expenses associated with union negotiations.*
- *In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs total less than one percent of division expenditures.*

Division Purpose:

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

Management Objectives:

- *Ensure that network infrastructure and equipment is maintained and serviced using best practices so they can provide maximum up-time. Maintain backups of critical software and data.*
- *Complete server virtualization and consolidation efforts thereby reducing power consumption and providing system redundancy.*
- *Create a cloud based disaster recovery platform to shorten system recovery time in the event that Takoma Park's hosting facility becomes nonfunctional.*
- *Complete changeover to reliable Internet bandwidth in preparation for a switch from PBX to Voice Over IP (VoIP) telephone service.*
- *Continue supporting the City-wide move toward paperless operations and other green computing initiatives that promote the City's sustainability priorities.*
- *Continue to implement strategies recommended in the IT Strategic Plan.*
- *Utilize the Technology Steering Committee's technology investment strategy for developing and evaluating technology project requests.*

Performance/Workload Measures:

Measurement	Actual FY18	Estimated FY19	Projected FY20
Network uptime	99.80%	99.90%	99.99%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	98.22%	99.52%	99.99%
Servers in VMWare environment	21	25	25
Applications in the Cloud	14	15	17
Number of Help Desk calls	2,070	1,620	1,750

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	3.50	3.50	3.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.50	3.50	3.50

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Information Technology Director</i>	1.00	1.00
<i>Network Engineer</i>	1.00	1.00
<i>Applications and Hardware Administrator</i>	1.00	1.00
<i>Administrative Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	3.50	3.50

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Information Systems</i>	596,335	654,682	660,215	672,076
<i>Division Total</i>	596,335	654,682	660,215	672,076

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	269,926	280,000	280,000	319,000
<i>Fringe Benefits</i>	97,070	111,500	119,500	121,000
<i>Overtime</i>	8,174	4,000	5,000	6,000
<i>Employee Recognition</i>	1,105	1,620	1,635	120
<i>Personnel Subtotal</i>	376,275	397,120	406,135	446,120
<i>Supplies</i>	158	2,000	2,000	2,000
<i>Computer Expenditures</i>	13,862	7,500	7,000	9,000
<i>Services and Charges</i>	196,309	232,990	231,150	202,340
<i>Communications</i>	9,556	4,572	6,280	3,516
<i>Office Expenditures</i>	155	250	150	250
<i>Conferences, Training, & Dues</i>	20	10,250	7,500	8,850
<i>Operating Expenditures Subtotal</i>	220,060	257,562	254,080	225,956
<i>Division Total</i>	596,335	654,682	660,215	672,076

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$5,533 more than budget. The variance is primarily due to the elimination of contracted IT services which have been brought in-house, and the rescheduling of a vulnerability assessment until FY20.*

FY20 Budget Highlights:

- *Overall division expenditures are \$17,394 higher — an increase of 2.7 percent — compared to budgeted expenditures for FY19. The overall increase is the result of an increases in personnel costs though there is a \$31,606 reduction in operating expenditures in FY20.*
- *Division FTEs remain unchanged.*
- *Approximately 66 percent of division expenditures are personnel costs. These personnel costs increased 12.3 percent due to a promotion and a salary adjustment based on the employee compensation study.*
- *Services and charges account for 30.1 percent of division expenditures a reduction of 13.2 percent from FY19. 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 resources activities, including compensation and benefits, employee relations, legal compliance, recruitment and retention, risk management and training.

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Total New Hires	35	56	63	65
Average Days to Hire	80	80	115	90
Number of Workers' Comp Injuries	25	25	23	18
Number of Days Off Due to Injuries	300	300	550	250

Human Resources

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	2.00	3.00	3.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.00	3.00	3.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Human Resources</i>	393,612	539,550	459,395	533,070
<i>Division Total</i>	393,612	539,550	459,395	533,070

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	222,959	272,500	265,000	281,000
<i>Fringe Benefits</i>	81,551	115,000	102,000	107,000
<i>Overtime</i>	5,338	4,500	4,500	4,000
<i>Employee Recognition</i>	717	150	90	120
<i>Personnel Subtotal</i>	310,565	392,150	371,590	392,120
<i>Supplies</i>	2,961	2,600	1,100	1,500
<i>Computer Expenditures</i>	2,044	9,000	5,060	2,800
<i>Services and Charges</i>	14,432	77,500	21,360	78,600
<i>Communications</i>	2,183	2,200	2,800	3,600
<i>Office Expenditures</i>	60	500	500	500
<i>Conferences, Training, & Dues</i>	8,234	10,600	10,985	6,450
<i>Recruitment</i>	53,133	45,000	46,000	47,500
<i>Operating Expenditures Subtotal</i>	83,047	147,400	87,805	140,950
<i>Division Total</i>	393,612	539,550	459,395	533,070

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$80,155 less than budget.*
- *The variance is attributable to unspent or reduced expenditures in the services and charges, and personnel accounts. The reduction is in contracts (which includes the consultant assessment of the performance evaluation system), computer equipment, and printing costs.*

FY20 Budget Highlights:

- *Division expenditures are nearly flat compared to budgeted expenditures for FY19.*
- *Wages increase 3.1 percent (\$8,500) from \$272,500 to \$281,000.*
- *The reduction in conferences and training by 39.2 percent (\$4,150) from \$10,600 to \$6,450 and computer expenditures by 68 percent (\$6,200) from \$9,000 to \$2,800 offset the increase in wages and recruitment expenditures to keep the expenditures for the department largely unchanged.*
- *Approximately 73.5 percent or \$392,120 of division expenditures are personnel related.*
- *Division FTEs remain unchanged.*
- *Services and charges represent about 14.7 percent or \$78,600 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 \$1,400 or 63.6 percent. This increase is attributable to the replacement of a current cell phone and the addition of a cell phone for the department staff.*
- *Approximately 8.9 percent of division expenditures are categorized as recruitment expenses. This category includes \$47,500 - an increase of \$2,500 - for job announcements, background checks, and other employee recruitment costs.*

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 FY18	Estimated FY19	Projected FY20
Number of Council meeting supported	51	48	50
Number of other meetings supported	19	15	20
Number of committee applicants processed	53	55	60
Number of Public Information Act requests	20	18	20

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>City Clerk</i>	1.00	1.00
<i>Assistant City Clerk</i>	1.00	1.00
<i>Records Specialist</i>	0.75	0.75
<i>Division Total FTEs</i>	2.75	2.75

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>City Clerk</i>	289,225	306,247	270,816	324,780
<i>Division Total</i>	289,225	306,247	270,816	324,780

<i>Division Expenditures by Type</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	196,574	196,000	186,500	219,500
<i>Fringe Benefits</i>	69,765	80,500	61,000	79,500
<i>Overtime</i>	2,794	2,000	500	1,000
<i>Employee Recognition</i>	90	1,620	1,560	90
<i>Personnel Subtotal</i>	269,223	280,120	249,560	300,090
<i>Supplies</i>	699	1,000	800	1,000
<i>Computer Expenditures</i>	1,197	600	1,309	1,200
<i>Services and Charges</i>	9,863	14,247	10,497	11,300
<i>Communications</i>	1,590	1,980	1,450	1,560
<i>Office Expenditures</i>	625	500	400	2,000
<i>Conferences, Training, & Dues</i>	6,028	7,800	6,800	7,630
<i>Operating Expenditures Subtotal</i>	20,002	26,127	21,256	24,690
<i>Division Total</i>	289,225	306,247	270,816	324,780

Adopted to Estimated Actual FY19:

- *Division expenditures are projected to be \$35,431 less than budget.*
- *This variance is primarily attributable to lower than anticipated costs for fringe benefits and salaries due to a position vacancy.*

FY20 Budget Highlights:

- *Division expenditures for FY20 are \$18,533 higher — an increase of six percent — compared to budgeted expenditures for FY19.*
- *Approximately 92.4 percent of division expenditures are personnel related.*
- *Combined expenditures classified as supplies, computer expenditures, communications, and office expenditures total \$5,760 or 1.8 percent of the division budget.*
- *Services and charges account for around 3.5 percent of the division budget. This category includes \$1,500 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 2.3 percent of the division budget (\$7,630).*

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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**.

Staffing Summary by Division (FTEs)	Actual FY18	Adopted FY19	Proposed FY20
<i>Office of the Chief</i>	3.00	3.00	4.00
<i>Communications</i>	7.00	7.00	7.00
<i>Operations</i>	29.00	31.00	31.00
<i>Criminal Investigations</i>	11.80	11.80	9.80
<i>Administrative Services</i>	7.65	7.65	9.65
<i>Neighborhood Services</i>	4.50	4.50	5.00
Department Total FTEs	62.95	64.95	66.45

Source of Funds	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
<i>Police Protection (State)</i>	457,251	415,436	455,000	442,995
<i>County Police Rebate</i>	1,013,685	1,028,000	1,028,000	1,126,765
<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>	243,290	300,000	210,000	210,000
<i>Public Parking Facilities</i>	107,907	95,000	100,000	200,000
<i>Parking Permits</i>	11,491	10,000	11,000	11,000
<i>Parking Administrative Fees</i>	3,625	6,000	4,000	4,000
<i>Municipal Infractions</i>	10,691	10,000	10,000	10,000
Subtotal	4,545,469	4,561,967	4,515,531	4,702,291
<i>General Fund</i>	3,139,819	3,947,982	3,783,446	3,902,719
Department Total	7,685,288	8,509,949	8,298,977	8,605,010

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	3,920,364	4,362,800	4,284,800	4,421,000
<i>Car and Clothing Allowances</i>	50,279	87,210	79,875	89,250
<i>Fringe Benefits</i>	2,347,217	2,531,435	2,444,750	2,666,500
<i>Overtime</i>	455,476	465,500	479,500	480,000
<i>Overtime -Training</i>	60,870	64,000	62,000	57,000
<i>Overtime -Holiday</i>	2,931	13,000	11,101	12,000
<i>Night Differential</i>	63,604	71,000	56,600	72,000
<i>Overtime -Court</i>	56,972	63,000	32,000	51,000
<i>Overtime Staffing</i>	48,920	61,000	49,700	22,500
<i>K-9 Allowance</i>	5,940	18,500	14,000	5,720
<i>Employee Recognition</i>	16,291	17,110	14,154	7,399
<i>Personnel Subtotal</i>	7,028,863	7,754,555	7,528,480	7,884,369
<i>Supplies</i>	72,669	91,213	104,343	92,218
<i>Computer Expenditures</i>	35,484	22,350	27,796	22,700
<i>Vehicle Fuel</i>	105,774	119,250	101,000	107,000
<i>Repairs & Maintenance</i>	82,017	71,445	80,000	79,000
<i>Services and Charges</i>	179,509	254,625	254,525	224,133
<i>Communication</i>	60,809	62,680	65,405	64,340
<i>Office Expenditures</i>	33,987	28,200	28,200	28,200
<i>Conferences, Training, & Dues</i>	68,819	82,325	85,903	76,990
<i>Recruitment</i>	8,478	12,190	12,190	14,920
<i>Special Events & Programs</i>	8,880	11,116	11,135	11,140
<i>Operating Expenditures Subtotal</i>	656,425	755,394	770,497	720,641
<i>Department Total</i>	7,685,288	8,509,949	8,298,977	8,605,010

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Office of the Chief</i>	567,867	698,960	806,725	903,609
<i>Communications</i>	471,725	604,560	560,350	618,570
<i>Operations</i>	3,920,793	4,218,158	3,963,418	4,253,838
<i>Criminal Investigations</i>	1,599,944	1,680,777	1,543,985	1,151,050
<i>Administrative Services</i>	798,738	833,924	946,938	1,153,893
<i>Neighborhood Services</i>	326,221	473,570	477,561	524,050
<i>Department Total</i>	7,685,288	8,509,949	8,298,977	8,605,010

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$210,972 less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to staff vacancies.*

FY20 Budget Highlights:

- *Departmental expenditures are up \$95,061 – an increase of 1.1 percent – compared to budgeted expenditures for FY19.*
- *The variance is attributable to additional personnel costs due to the reorganization of the department.*
- *Approximately 91.6 percent or \$7.9 million of departmental expenditures are personnel related.*
- *Supplies account for about 1.1 percent of the departmental expenditures which include various items such as body armor and uniforms for new hires (\$16,614), detective supplies (\$5,000), expendable supplies (\$15,000), Clean and Lien (\$5,000), and educational supplies related to Neighborhood Services Team activities (\$14,500).*
- *Vehicle related expenditures account for about 2.2 percent of adopted departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$107,000) and vehicle repair materials (\$79,000).*
- *Services and charges account for about 2.6 percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$135,000.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of officers hired	5	4	7	4
Number of civilians hired	-	3	2	3
Emergency Management activities	12	53	50	50
Emergency Management training	10	44	40	40
Community events	18	38	35	35
Community advisories	328	328	328	325
Council of Governments meetings	24	24	24	24

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	4.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Chief of Police</i>	1.00	1.00
<i>Deputy Chief of Police</i>	-	1.00
<i>Emergency Manager</i>	1.00	1.00
<i>PIO / Executive Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	3.00	4.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Office of the Chief</i>	567,867	698,960	806,725	903,609
<i>Division Total</i>	567,867	698,960	806,725	903,609

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	228,660	285,000	329,000	421,000
<i>Car and Clothing Allowances</i>	-	2,000	2,000	2,000
<i>Fringe Benefits</i>	57,983	124,500	168,250	220,000
<i>Overtime</i>	10,827	10,000	10,000	10,000
<i>Employee Recognition</i>	1,881	590	590	120
<i>Personnel Subtotal</i>	299,351	422,090	509,840	653,120
<i>Supplies</i>	30,512	26,915	38,680	24,950
<i>Computer Expenditures</i>	3,942	-	4,653	4,600
<i>Services and Charges</i>	142,893	136,324	136,324	109,889
<i>Office Expenditures</i>	17,478	15,000	15,000	15,000
<i>Conferences, Training, & Dues</i>	56,333	75,325	78,903	69,990
<i>Recruitment</i>	8,478	12,190	12,190	14,920
<i>Special Events & Programs</i>	8,880	11,116	11,135	11,140
<i>Operating Expenditures Subtotal</i>	268,516	276,870	296,885	250,489
<i>Division Total</i>	567,867	698,960	806,725	903,609

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$107,765 more than budget.*
- *The variance is attributable in part to filling the newly created Deputy Police Chief position.*

FY20 Budget Highlights:

- *Division expenditures are \$204,649 higher — an increase of 29.3 percent — compared to budgeted expenditures for FY19.*
- *The variance is attributable primarily to the hiring of the Deputy Police Chief.*
- *Division FTEs increase from 3.0 to 4.0 with the hiring of the Deputy Police Chief.*
- *Approximately 72.3 percent of division expenditures are personnel related.*
- *Supplies account for about 2.8 percent of division expenditures, which mainly include purchases related to body armor and uniforms for new hires (\$16,614), replacement of aging body armor for existing staff (\$4,276), and uniforms for civilian staff (\$3,000).*
- *Services and charges account for about 12.2 percent of division expenditures and include contractual costs, which have an associated combined cost of \$109,889. The main expense under this category is for storage of video from body and in-car cameras, which are estimated to be \$98,167 in FY20. The increase from FY19 is due to the addition of in car cameras.*
- *Conferences, training, and dues account for about 7.7 percent or \$69,990 of division expenditures which are largely comprised of the police accreditation program (\$15,000), firearms training (\$20,000) and other training and conferences, including the International Association of Chiefs of Police, Maryland Chiefs Conference, FBI National Academy Conference (\$18,000). Other professional organization training totals \$4,600.*
- *Recruitment accounts for just under 1.7 percent of division expenditures and includes job fairs (\$2,700), medical, psychological and polygraph tests (\$10,380), and credit reporting, fingerprinting and office supplies (\$1,840).*
- *Special Events and Programs account for a little over 1.2 percent of division expenditures, which consists of Emergency Response Team supplies (\$2,500) and the Neighborhood Services Team vehicle lease (\$8,640), a pilot program.*
- *Office Expenditures account for 1.7% of division expenditures which mainly include the employee recognition and awards event (\$7,500).*
- *Computer expenditures account for 0.5 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	14,000	16,000
Phone Calls received	15,936	18,000	20,000
Training classes	84	84	84
Warrants Processed	311	400	400

Communications

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Communications</i>	471,725	604,560	560,350	618,570
<i>Division Total</i>	471,725	604,560	560,350	618,570

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	273,033	361,000	340,000	371,000
<i>Car and Clothing Allowances</i>	1,440	3,010	3,000	3,360
<i>Fringe Benefits</i>	108,928	152,200	125,000	152,500
<i>Overtime</i>	41,411	41,000	50,000	45,000
<i>Overtime -Training</i>	-	1,000	-	-
<i>Night Differential</i>	7,923	13,500	10,000	13,500
<i>Employee Recognition</i>	150	3,210	2710	210
<i>Personnel Subtotal</i>	432,885	574,920	530,710	585,570
<i>Supplies</i>	-	-	-	3,360
<i>Computer Expenditures</i>	677	5,300	5,300	5,300
<i>Services and Charges</i>	-	-	-	-
<i>Communication</i>	25,054	24,140	24,140	24,140
<i>Office Expenditures</i>	13,109	200	200	200
<i>Operating Expenditures Subtotal</i>	38,840	29,640	29,640	33,000
<i>Division Total</i>	471,725	604,560	560,350	618,570

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$44,210 less than budget.*
- *The variance is attributable to ongoing staff vacancies.*

FY20 Budget Highlights:

- *Division expenditures are \$14,010 higher — an increase of 2.3 percent — compared to budgeted expenditures for FY19.*
- *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) and radio maintenance (\$3,500).*
- *Supplies account for 0.5 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.*
- *Computer Expenditures account for just under 0.9 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2017	Calendar 2018	Projected 2019
Number of Security Surveys	20	20	20
Foot and Bike Patrol Hours	3,787	3,976.5	4,000
Number of Vacant Home Checks	85	116	120
Number of traffic stops	3,524	3,333	3,500

Operations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	29.00	31.00	31.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	29.00	31.00	31.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	1.00
<i>Police Sergeant</i>	4.00	4.00
<i>Police Officer</i>	26.00	25.00
<i>Division Total FTEs</i>	31.00	31.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Operations</i>	3,920,793	4,218,158	3,963,418	4,253,838
<i>Division Total</i>	3,920,793	4,218,158	3,963,418	4,253,838

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	1,917,285	2,088,800	2,088,000	2,090,000
<i>Car and Clothing Allowances</i>	30,919	57,000	57,000	52,000
<i>Fringe Benefits</i>	1,294,462	1,366,735	1,178,000	1,480,000
<i>Overtime</i>	289,652	295,000	285,000	295,000
<i>Overtime -Training</i>	54,828	55,000	60,000	55,000
<i>Overtime -Holiday</i>	2831	9,000	11,000	11,000
<i>Night Differential</i>	45,459	45,000	40,000	45,000
<i>Overtime -Court</i>	51,114	55,000	31,000	50,000
<i>Overtime Staffing</i>	47,739	60,000	43,500	20,000
<i>K-9 Allowance</i>	5,940	18,500	14,000	5,720
<i>Employee Recognition</i>	1,190	4,430	4,220	4,310
<i>Personnel Subtotal</i>	3,741,419	4,054,465	3,811,720	4,108,030
<i>Supplies</i>	18,675	19,798	19,798	14,408
<i>Computer Expenditures</i>	10,840	2,400	2,400	2,400
<i>Vehicle Fuel</i>	83,902	92,000	80,000	85,000
<i>Repairs & Maintenance</i>	54,710	43,145	44,000	42,000
<i>Services and Charges</i>	6,946	5,350	4,500	1,000
<i>Office Expenditures</i>	301	1,000	1,000	1,000
<i>Conferences, Training, & Dues</i>	4,000	-	-	-
<i>Operating Expenditures Subtotal</i>	179,374	163,693	151,698	145,808
<i>Division Total</i>	3,920,793	4,218,158	3,963,418	4,253,838

Operations

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$254,740 less than budget.*
- *The variance is primarily attributable to lower than expected overtime and fuel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$35,680 higher – an increase of 0.8 percent – compared to budgeted expenditures for FY19.*
- *Approximately 96.6 percent of division expenditures are personnel related.*
- *Supplies account for about 0.3 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 (\$3,598).*
- *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 (\$42,000). This category includes repair and maintenance for all of the police vehicles.*
- *Conferences, dues, and training for Operations staff is 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 2017	Calendar 2018	Projected 2019
Number of cases assigned	195	158	165
Number of cases closed	111	100	110
Number of cases exceptionally cleared	12	8	10
Closure/clearance percentage	59	63	60
Number of search warrants obtained	20	67	25
Number of arrest warrants obtained	59	28	50

Criminal Investigations

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	<i>11.80</i>	<i>11.80</i>	<i>9.80</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>9.80</i>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Police Captain</i>	<i>1.00</i>	<i>-</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>4.00</i>
<i>Victim / Witness Coordinator</i>	<i>0.80</i>	<i>0.80</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>9.80</i>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Criminal Investigations</i>	<i>1,599,944</i>	<i>1,680,777</i>	<i>1,543,985</i>	<i>1,151,050</i>
<i>Division Total</i>	<i>1,599,944</i>	<i>1,680,777</i>	<i>1,543,985</i>	<i>1,151,050</i>

Criminal Investigations

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	<i>854,048</i>	<i>923,000</i>	<i>793,500</i>	<i>610,000</i>
<i>Car and Clothing Allowances</i>	<i>13,450</i>	<i>18,000</i>	<i>13,500</i>	<i>18,000</i>
<i>Fringe Benefits</i>	<i>549,003</i>	<i>533,000</i>	<i>531,500</i>	<i>321,000</i>
<i>Overtime</i>	<i>103,181</i>	<i>105,000</i>	<i>115,000</i>	<i>110,000</i>
<i>Overtime--Training</i>	<i>6,041</i>	<i>8,000</i>	<i>2,000</i>	<i>2,000</i>
<i>Overtime--Holiday</i>	<i>-</i>	<i>4,000</i>	<i>-</i>	<i>1,000</i>
<i>Night Differential</i>	<i>10,222</i>	<i>12,500</i>	<i>6,000</i>	<i>12,500</i>
<i>Overtime--Court</i>	<i>5,858</i>	<i>8,000</i>	<i>1,000</i>	<i>1,000</i>
<i>Overtime--Staff Shortage</i>	<i>1,181</i>	<i>1,000</i>	<i>6,200</i>	<i>2,500</i>
<i>Employee Recognition</i>	<i>7,676</i>	<i>3,630</i>	<i>3,180</i>	<i>800</i>
<i>Personnel Subtotal</i>	<i>1,550,660</i>	<i>1,616,130</i>	<i>1,471,880</i>	<i>1,078,800</i>
<i>Supplies</i>	<i>3,407</i>	<i>5,000</i>	<i>6,365</i>	<i>5,000</i>
<i>Computer Expenditures</i>	<i>4,975</i>	<i>1,250</i>	<i>2,043</i>	<i>2,000</i>
<i>Vehicle Fuel</i>	<i>15,307</i>	<i>19,000</i>	<i>14,000</i>	<i>15,000</i>
<i>Repairs & Maintenance</i>	<i>23,623</i>	<i>18,200</i>	<i>28,500</i>	<i>29,000</i>
<i>Services and Charges</i>	<i>1,041</i>	<i>13,197</i>	<i>13,197</i>	<i>13,250</i>
<i>Office Expenditures</i>	<i>691</i>	<i>5,500</i>	<i>5,500</i>	<i>5,500</i>
<i>Conferences, Training, & Dues</i>	<i>240</i>	<i>2,500</i>	<i>2,500</i>	<i>2,500</i>
<i>Operating Expenditures Subtotal</i>	<i>49,284</i>	<i>64,647</i>	<i>72,105</i>	<i>72,250</i>
<i>Division Total</i>	<i>1,599,944</i>	<i>1,680,777</i>	<i>1,543,985</i>	<i>1,151,050</i>

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$136,792 less than budget.*
- *The variance is attributable to lower than expected personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$529,727 — a decrease of 31.5 percent — compared to budgeted expenditures for FY19.*
- *The decrease is attributable to lower personnel costs due to reorganization of the department.*
- *Division FTEs are reduced by two, from 11.80 to 9.80.*
- *Approximately 93.7 percent of division expenditures are personnel related.*
- *The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$29,000), which is 2.5 percent of the budgeted amount, and vehicle fuel, which is 1.3 percent (\$15,000).*
- *Services and charges make up approximately 1.2 percent of division expenditures. This is mainly made up of charges for Blue Team Internal Affairs (\$5,700), and Lexus Nexus (\$4,600).*
- *Supplies make up a little over 0.4 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 2017	Calendar 2018	Projected 2019
Total Parking Permits Issued	475	607	750
Total Parking citations processed	4,578	4,303	5,500
Number of reports processed	1,280	1,280	2,000

Administrative Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	6.28	7.45	9.45
<i>FTEs without benefits</i>	1.06	0.20	0.20
<i>Division Total</i>	7.34	7.65	9.65

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Police Captain</i>	1.00	1.00
<i>Police Lieutenant</i>	-	1.00
<i>Police Officer</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	3.65
<i>Division Total FTEs</i>	7.65	9.65

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Administrative Services</i>	798,738	833,924	946,938	1,153,893
<i>Division Total</i>	798,738	833,924	946,938	1,153,893

Administrative Services

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	418,421	434,000	483,000	623,500
<i>Car and Clothing Allowances</i>	3,510	5,600	3,655	11,490
<i>Fringe Benefits</i>	255,487	268,500	331,500	393,000
<i>Overtime</i>	8,895	12,000	16,500	15,000
<i>Night Differential</i>	-	-	600	1,000
<i>Employee Recognition</i>	5,335	3,600	1,834	1,309
<i>Personnel Subtotal</i>	691,648	723,700	837,089	1,045,299
<i>Supplies</i>	9,629	22,500	22,500	22,500
<i>Computer Expenditures</i>	14,471	8,400	8,400	8,400
<i>Vehicle Fuel</i>	6,565	8,250	7,000	7,000
<i>Repairs & Maintenance</i>	2,413	6,100	3,500	4,000
<i>Services and Charges</i>	28,237	20,434	21,184	20,494
<i>Communication</i>	35,754	38,540	41,265	40,200
<i>Office Expenditures</i>	1,775	1,500	1,500	1,500
<i>Conferences, Training, & Dues</i>	8,246	4,500	4,500	4,500
<i>Operating Expenditures Subtotal</i>	107,090	110,224	109,849	108,594
<i>Division Total</i>	798,738	833,924	946,938	1,153,893

Administrative Services

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$113,014 more than budget.*
- *The increase is due to higher personnel costs as a result of reorganization of the Department.*

FY20 Budget Highlights:

- *Division expenditures are \$319,969 higher — an increase of 38.4 percent — compared to budgeted expenditures for FY19.*
- *The increase is due to higher personnel costs.*
- *Division FTEs are 2.0 higher due to a reorganization of the department.*
- *Approximately 90.6 percent of division expenditures are personnel related.*
- *Approximately 1.9 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 1.8 percent of division expenditures which include computer fees (\$3,000), postage/delivery (\$3,500), copying (\$6,744), and printing (\$5,000).*
- *Communication accounts for 3.5 percent of division expenditures: telephone (\$9,000) and cell phones (\$31,200) for the department.*
- *Computer expenditures make up a little more than 0.7 percent (\$8,400) 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 2017	Calendar 2018	Projected 2019
Parking citations Issued	7,810	3,777	5,500
Property Maintenance Code Complaints	207	361	350
Property Maintenance Code Cases Closed	311	312	300
Anti- Litter Events		2	3
Education Events		1	2

Neighborhood Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	4.50	4.50	5.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.50	4.50	5.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Parking Enforcement Officer</i>	1.50	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>	4.50	5.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Neighborhood Services</i>	326,221	473,570	477,561	524,050
<i>Division Total</i>	326,221	473,570	477,561	524,050

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	228,917	271,000	251,300	305,500
<i>Car and Clothing Allowances</i>	960	1,600	720	2,400
<i>Fringe Benefits</i>	81,353	86,500	110,500	100,000
<i>Overtime</i>	1,610	2,500	3,101	5,000
<i>Employee Recognition</i>	60	1,650	1,620	650
<i>Personnel Subtotal</i>	312,900	363,250	367,241	413,550
<i>Supplies</i>	10,446	17,000	17,000	22,000
<i>Computer Expenditures</i>	579	5,000	5,000	-
<i>Repairs & Maintenance</i>	1,271	4,000	4,000	4,000
<i>Services and Charges</i>	393	79,320	79,320	79,500
<i>Office Expenditures</i>	632	5,000	5,000	5,000
<i>Operating Exp Subtotal</i>	13,320	110,320	110,320	110,500
<i>Division Total</i>	326,221	473,570	477,561	524,050

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$3,991 more than budget.*

FY20 Budget Highlights:

- *There is an increase of 0.5 FTE for this division, from 4.5 to 5.0, which is due to a part-time Parking Enforcement Officer position being reclassified to fulltime.*
- *Approximately 78.9 percent of division expenditures are personnel related.*
- *Supplies account for 4.2 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 15.2 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 (\$3,000) and postage/delivery for Neighborhood Services mailings (\$1,500).*
- *Office Expenditures make up less than one 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 0.8 percent of division expenditures, and consists of repair and replacement of parking meters.*

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City of Takoma Park

Public Works



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.**

Staffing Summary by Division (FTEs)	Actual FY18	Adopted FY19	Proposed FY20
<i>Administration</i>	3.00	3.00	2.00
<i>Building Maintenance</i>	6.00	6.25	6.25
<i>Equipment Maintenance</i>	3.00	3.00	3.00
<i>Right-of-Way Maintenance</i>	8.00	8.00	7.00
<i>Solid Waste Management</i>	10.00	10.00	10.00
<i>Sustainability</i>	-	-	1.00
<i>Vegetation Management</i>	3.00	3.00	4.00
<i>Urban Forest</i>	1.00	1.00	1.00
<i>City Engineer</i>	1.85	1.85	1.85
Department Total FTEs	35.85	36.10	36.10

Source of Funds	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
<i>Highway User Fees</i>	360,336	366,500	464,802	495,471
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	743,199
<i>Waste Collection Charges</i>	64,591	69,000	69,000	65,000
<i>Recyclable Sales</i>	184	500	200	200
<i>Mulch Sales</i>	21,827	22,000	22,000	22,000
<i>Special Trash Pickup</i>	10,467	8,500	8,500	8,500
<i>Excavation/Driveway Permits</i>	3,163	4,000	3,200	3,200
<i>Tree Permits</i>	15,660	13,000	17,000	17,000
<i>Tree Fund</i>	25,000	25,000	25,000	25,000
Subtotal	1,244,426	1,251,699	1,352,901	1,380,570
<i>General Fund</i>	3,493,883	3,996,360	3,864,956	3,777,969
Department Total	4,738,309	5,248,059	5,217,857	5,158,540

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	1,913,897	2,092,132	2,046,900	2,209,900
<i>Car and Clothing Allowances</i>	11,572	14,190	13,398	14,788
<i>Fringe Benefits</i>	831,507	948,500	921,000	968,000
<i>Overtime</i>	130,858	92,849	127,500	103,935
<i>Night Differential</i>	3,777	5,000	3,500	2,500
<i>Contractual Labor</i>	168,120	98,617	167,500	64,650
<i>Employee Recognition</i>	2,610	9,650	9,970	11,231
<i>Personnel Subtotal</i>	3,062,341	3,260,938	3,289,768	3,375,003
<i>Supplies</i>	214,290	265,035	217,600	253,250
<i>Computer Expenditures</i>	11,768	12,000	12,000	10,800
<i>Vehicle Fuel</i>	80,658	89,375	86,000	80,375
<i>Repairs and Maintenance</i>	97,487	97,000	135,000	132,000
<i>Services and Charges</i>	842,786	1,097,564	1,068,650	996,017
<i>Communication</i>	26,273	32,822	30,500	31,950
<i>Utilities</i>	371,470	319,500	337,250	226,480
<i>Office Expenditures</i>	2,686	5,000	2,500	2,500
<i>Conferenecs, Training, & Dues</i>	9,181	28,825	12,590	22,665
<i>Special Events & Programs</i>	19,369	40,000	26,000	27,500
<i>Operating Exp Subtotal</i>	1,675,968	1,987,121	1,928,090	1,783,537
<i>Department Total</i>	4,738,309	5,248,059	5,217,858	5,158,540

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Administration</i>	501,254	770,569	739,030	319,760
<i>Building Maintenance</i>	835,275	885,330	870,860	878,730
<i>Equipment Maintenance</i>	473,388	502,946	520,370	530,855
<i>Right-of-Way Maintenance</i>	1,069,566	1,139,254	1,143,370	966,832
<i>Solid Waste Management</i>	1,053,140	1,023,322	1,098,720	1,095,710
<i>Sustainability</i>	-	-	-	340,015
<i>Vegetation Management</i>	258,366	301,158	209,460	428,740
<i>Urban Forest</i>	220,748	285,960	288,120	267,330
<i>City Engineer</i>	326,572	339,520	347,928	330,568
<i>Department Total</i>	4,738,309	5,248,059	5,217,858	5,158,540

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$30,201 lower or 0.6 percent less than budget.*
- *The variances are primarily attributable to lower than projected costs for services and charges and special events. However, costs for repairs and maintenance and utilities were slightly higher than anticipated.*

FY20 Budget Highlights:

- *Departmental expenditures are \$89,519 lower — a decrease of 1.7 percent — compared to budgeted expenditures for FY19.*
- *Department FTEs remain the same as FY19.*
- *The FY20 budget reflects the creation of a new division, Sustainability, which was previously housed in the Administration division. The Sustainability Manager position has been reallocated accordingly.*
- *Approximately 65.4 percent of departmental expenditures are personnel related.*
- *Personnel costs are up by 3.5 percent, or \$114,065, compared to budgeted expenditures for FY19, primarily due to wage and fringe benefit cost increases.*
- *Supplies account for 4.9 percent of departmental expenditures are supplies. 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 1.6 percent of department expenditures and include fuel use for Public Works and all other Departments except the Police Department.*
- *Repairs and maintenance comprise 2.6 percent of department expenditures.*
- *Services and charges account for 19.3 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 4.4 percent of departmental expenditures.*
- *The following expenditures account for less than one percent of budget expenditures each: computer expenditures - 0.2 percent, communications - 0.6 percent, office expenditures - 0.05 percent, conferences, training and dues - 0.4 percent and special events - 0.5 percent.*

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 Division 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.*

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	2.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	2.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Director of Public Works</i>	1.00	1.00
<i>Administrative Assistant</i>	1.00	1.00
<i>Division Total FTEs</i>	2.00	2.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Administration</i>	501,254	770,569	739,030	319,760
<i>Division Total</i>	501,254	770,569	739,030	319,760

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	264,619	290,040	290,540	180,000
<i>Fringe Benefits</i>	112,429	116,000	132,500	72,500
<i>Overtime</i>	1,302	800	800	600
<i>Employee Recognition</i>	90	3,590	3,590	60
<i>Personnel Subtotal</i>	378,440	410,430	427,430	253,160
<i>Supplies</i>	6,071	7,000	6,000	5,000
<i>Computer Expenditures</i>	11,768	12,000	12,000	10,800
<i>Services and Charges</i>	66,532	260,192	238,100	11,100
<i>Communication</i>	26,273	32,822	30,500	31,950
<i>Office Expenditures</i>	2,686	5,000	2,500	2,500
<i>Conferenecs, Training, & Dues</i>	6,958	14,125	7,500	5,250
<i>Special Events & Programs</i>	2,526	29,000	15,000	-
<i>Operating Expenditures Subtotal</i>	122,814	360,139	311,600	66,600
<i>Division Total</i>	501,254	770,569	739,030	319,760

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$31,539 lower or four percent less than budget.*
- *The variance is primarily attributable to lower contractual services charges, and lower expenditures for conferences, training and special event programs.*

FY20 Budget Highlights:

- *Division expenditures are \$450,809 less — a decrease of 58.5 percent — compared to budgeted expenditures for FY19.*
- *The variance is attributable to the reallocation of costs related to the sustainability program to its own division.*
- *Division FTEs are reduced by one, as the Sustainability Manager position has been moved to a new division.*
- *Approximately 79.2 percent of division expenditures are personnel related.*
- *Supplies account for 1.6 percent of division expenditures.*
- *Computer expenditures account for 3.4 percent of the division expense and equate to replacement of nine staff computers in the department.*
- *Services and charges account for 3.5 percent of division expenditures. This category includes printing and copying charges (\$7,100) and postage charges (\$3,500). The amount is significantly reduced from FY18 due to the transfer of contract costs to the Sustainability Division.*
- *Communication expenses account for 10 percent of the division budget and include landline phone costs, staff cell phone charges and GPS units on department vehicles.*
- *Office expenditures are 0.8 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 1.6 percent of expenditures.*

Building Maintenance

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Expenditures for Facility Maintenance by Contractor	\$174,929	\$161,792	\$145,000	\$163,500
Expenditures for Facility Maintenance In-House (not personnel costs)	\$28,906	\$27,703	\$38,000	\$35,000
Electricity Use (buildings)	520,159 kwh	550,910 kwh	460,000 kwh	450,000 kwh
Gas Use (buildings)	19,495 therms	23,377 therms	28,000 therms	23,000 therms
Water Use (all)	628,382 gals	690,125 gals	600,000 gals	650,000 gals

Special Projects For FY20:

Projects funded through the General Fund include replacement of the Jackson Boyd water fountain, continuation of automation for heating and cooling systems, and maintenance of the main electrical box.

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include replacement of Air Handlers 5,6 & 8 on second floor of the Community Center, construction of a storage area for Housing and Community Development, refurbishment of the epoxy surface on the lower level parking area and partial funding for a renovation of the cable office.

Building Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	6.00	6.00	6.00
<i>FTEs without benefits</i>	-	0.25	0.25
<i>Division Total</i>	6.00	6.25	6.25

<i>Position Title</i>	<i>FY19</i>	<i>FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Building Maintenance</i>	835,275	885,330	870,860	878,730
<i>Division Total</i>	835,275	885,330	870,860	878,730

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	287,413	308,500	308,500	317,000
<i>Fringe Benefits</i>	142,856	149,500	174,000	154,000
<i>Overtime</i>	15,931	10,000	10,000	10,000
<i>Car and Clothing Allowances</i>	2,700	3,010	3,000	3,150
<i>Night Differential</i>	3,777	5,000	3,500	2,500
<i>Contractual Labor</i>	-	2,500	7,000	2,500
<i>Employee Recognition</i>	180	720	720	680
<i>Personnel Subtotal</i>	452,857	479,230	506,710	489,830
<i>Supplies</i>	38,419	39,700	36,250	35,600
<i>Repairs and Maintenance</i>	27,703	30,000	38,000	35,000
<i>Services and Charges</i>	189,464	219,400	177,400	201,400
<i>Utilities</i>	126,832	114,000	112,000	114,900
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, & Dues</i>	-	3,000	500	2,000
<i>Operating Expenditures Subtotal</i>	382,418	406,100	364,150	388,900
<i>Division Total</i>	835,275	885,330	870,860	878,730

Building Maintenance

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$14,470 lower or 1.6 percent less than budget.*
- *The variance is primarily attributable to lower than anticipated service contract costs.*

FY20 Budget Highlights:

- *Division expenditures are \$6,600 lower – a decrease of 0.7 percent – compared to budgeted expenditures for FY19.*
- *The variance is attributable to an expected decrease in contractual service costs and special project costs.*
- *Approximately 55.7 percent of division expenditures are personnel related.*
- *Division FTEs remain unchanged; personnel costs have increased by \$10,600 – an increase of 2.2 percent.*
- *Supply charges account for 4.1 percent of division expenditures and include custodial supplies, and tools.*
- *Repair and maintenance charges account for four percent of division expenditures and include repair materials.*
- *Utility charges account for 13.1 percent of division expenditures.*
- *Services and charges account for 22.9 percent or \$201,400 of division expenditures. This category includes service contracts for maintenance (\$83,500), funding for special projects (\$35,000), contracted facility repairs (\$80,000) and uniform and equipment rental (\$2,900).*



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

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of vehicles maintained:				
<i>Police</i>	52	52	51	57
<i>Public Works</i>	24	24	25	23
<i>Other Departments</i>	7	7	7	7
Maintenance Costs:				
<i>Police</i>	\$41,116	\$80,744	\$68,000	\$75,000
<i>Public Works and Administration</i>	\$135,043	\$93,714	\$117,650	\$120,500
Number of vehicle/ equipment work orders	448	454	460	470

Equipment Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Equipment Maintenance</i>	473,388	502,946	520,370	530,855
<i>Division Total</i>	473,388	502,946	520,370	530,855

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	190,246	199,500	195,000	204,000
<i>Fringe Benefits</i>	81,235	95,000	89,000	97,500
<i>Car and Clothing Allowances</i>	1,359	1,290	1,290	1,350
<i>Overtime</i>	12,232	6,291	14,000	8,900
<i>Employee Recognition</i>	90	90	90	4,590
<i>Personnel Subtotal</i>	285,162	302,171	299,380	316,340
<i>Supplies</i>	24,583	23,650	20,650	23,500
<i>Vehicle Fuel</i>	80,658	89,375	86,000	80,375
<i>Repairs and Maintenance</i>	69,131	67,000	97,000	97,000
<i>Services and Charges</i>	13,584	16,750	16,200	12,400
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, & Dues</i>	270	4,000	1,140	1,240
<i>Operating Exp Subtotal</i>	188,226	200,775	220,990	214,515
<i>Division Total</i>	473,388	502,946	520,370	530,855

Equipment Maintenance

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$17,424 higher or 3.5 percent more than budget.*
- *The variance is primarily attributable to higher overtime and repairs and maintenance cost.*

FY20 Budget Highlights:

- *Division expenditures are \$27,909 higher – an increase of 5.5 percent – compared to budgeted expenditures for FY19.*
- *The variance is attributable to increases in projected personnel cost and an increase in projected repair and maintenance costs.*
- *Division FTEs remain unchanged.*
- *Approximately 59.6 percent of division expenditures are personnel related.*
- *Supply costs for Public Works and Administrative vehicles are 4.4 percent of division expenditures.*
- *Vehicle fuel costs account for 15.1 percent of division expenditures. The cost for gasoline is \$17,875 and diesel is \$62,500. Police fuel costs are included in the Police budget.*
- *Repair and maintenance costs account for 18.3 percent of division expenditures and include repair materials (\$45,000), and outside labor and parts (\$30,000) 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 2.3 percent of division expenditures and include annual certifications and testing for the fuel pumps and storage tanks, fuel pump repairs and uniform rental.*
- *Conferences and training account for 0.2 percent of division expenditures.*

Right-of-Way Maintenance

Division Purpose:

Responsible for park and playground maintenance, roadway maintenance and pothole repair, street sign maintenance, street cleaning, stormdrain cleaning, leaf collection, 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 is six inches deep or less and one cleared lane over a 12 hour period when snow depth is 6 to 12 inches.*
- *Provide vacuum leaf collection over a five week period that provides a minimum of two collections for every street.*
- *Provide street sweeping at least twice a month from March through October. When conditions allow, sweep streets after snow events to remove excess salt and sand.*
- *Provide set up and clean up assistance to 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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	8.00	8.00	7.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	8.00	8.00	7.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Right-of-Way Maintenance Supervisor</i>	1.00	1.00
<i>Right-of-Way Crew Leader</i>	2.00	2.00
<i>Equipment Operator</i>	1.00	1.00
<i>Right-of-Way Maintenance Technician</i>	4.00	3.00
<i>Division Total FTEs</i>	8.00	7.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Right-of-Way Maintenance</i>	1,069,566	1,139,254	1,143,370	966,832
<i>Division Total</i>	1,069,566	1,139,254	1,143,370	966,832

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	398,208	453,092	448,600	405,500
<i>Fringe Benefits</i>	165,058	190,500	191,500	175,000
<i>Overtime</i>	46,417	37,838	45,000	44,800
<i>Car and Clothing Allowances</i>	2,823	3,440	3,440	3,150
<i>Contractual Labor</i>	47,111	55,559	55,500	30,400
<i>Employee Recognition</i>	770	1,740	2,130	1,710
<i>Personnel Subtotal</i>	660,387	742,169	746,170	660,560
<i>Supplies</i>	87,899	142,785	120,700	141,650
<i>Services and Charges</i>	77,421	48,800	51,500	53,042
<i>Utilities</i>	243,799	203,500	223,500	109,580
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, & Dues</i>	60	2,000	1,500	2,000
<i>Operating Expenditures Subtotal</i>	409,179	397,085	397,200	306,272
<i>Division Total</i>	1,069,566	1,139,254	1,143,370	966,832

Right-of-Way Maintenance

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$4,116 higher or 0.4 percent higher than budget.*

FY20 Budget Highlights:

- *Division expenditures are \$172,442 lower – a decrease of 15.1 percent – compared to budgeted expenditures for FY19. The variance is attributable to a decrease in utility costs associated with street lighting and the reallocation of a technician position to the Vegetation Management Division.*
- *Division FTEs decrease by one position due to reallocation of a position to Vegetation Management.*
- *Approximately 68.3 percent of division expenditures are personnel related. In addition to the full-time staff costs, these include 12 seasonal laborers for 5 weeks of leaf collection, and 1,600 hours of temporary assistance over the spring, summer, and fall.*
- *Approximately 14.7 percent of division expenditures are related to supplies. Primary expenses include park and roadway maintenance repair materials (\$54,000), snow response supplies (\$45,000), leaf collection (\$22,650), sign materials (\$8,440), and tools and equipment (\$11,490).*
- *Services and charges account for approximately 5.5 percent of division expenditures. This category includes contractual services (\$17,542), equipment repair charges (\$22,000), disposal costs (\$6,000), and equipment rental charges (\$4,500).*
- *Utility expenditures account for 11.3 percent of division expenditures and include charges for street lighting (\$106,080) and park lighting (\$3,500). This expenditure is significantly reduced from prior years as a result of the street light conversion completed by Pepco in FY19.*
- *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 FY17	Actual FY18	Estimated FY19	Projected FY20
Tons of trash	3,232	3,198	3,200	3,200
Tons of recycling	1,329	1,350	1,400	1,400
Tons of yard waste processed at County	320	246	300	300
Tons of food waste collected	213	213	210	220
# of ROW containers serviced	130	130	138	145

Solid Waste Maintenance

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Solid Waste Management</i>	1,053,140	1,023,322	1,098,720	1,095,710
<i>Division Total</i>	1,053,140	1,023,322	1,098,720	1,095,710

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	407,681	464,500	464,500	500,000
<i>Car and Clothing Allowances</i>	3,454	4,300	4,000	4,500
<i>Fringe Benefits</i>	190,793	212,000	184,000	207,500
<i>Overtime</i>	36,053	28,200	45,000	28,135
<i>Contractual Labor</i>	94,160	10,000	70,000	10,000
<i>Employee Recognition</i>	1,270	3,300	3,270	1,800
<i>Personnel Subtotal</i>	733,411	722,300	770,770	751,935
<i>Supplies</i>	34,789	22,900	17,500	21,500
<i>Services and Charges</i>	268,096	265,922	299,200	308,575
<i>Office Expenditures</i>	16,843	11,000	11,000	12,500
<i>Conferences, Training, & Dues</i>	-	1,200	250	1,200
<i>Operating Expenditures Subtotal</i>	319,729	301,022	327,950	343,775
<i>Division Total</i>	1,053,140	1,023,322	1,098,720	1,095,710

Solid Waste Maintenance

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$75,398 higher or 7.4 percent above the budget.*
- *The variance is due to higher overtime, contractual labor costs and recycling processing fees.*

FY20 Budget Highlights:

- *Division expenditures are \$72,388 higher — an increase of 7.1 percent — compared to budgeted expenditures for FY19 due to increased personnel costs and services and charges for recycling processing.*
- *Division FTEs remain the same.*
- *Approximately 68.6 percent of division expenditures are personnel related.*
- *Supplies account for two percent of division expenditures, the major portion of which is for replacement disposal containers for the right of way.*
- *Services and charges account for 28.2 percent of division expenditures and include disposal and/or processing of materials, including \$182,323 for disposal fees for solid waste and \$8,000 for household hazardous waste disposal. Recycling expenditures include \$80,825 for recycling processing, \$14,000 for food waste processing, \$13,800 for yard waste processing and \$6,000 for computer and electronics processing.*
- *Training costs account for 0.1 percent of division expenditures.*
- *An estimated breakdown of the Solid Waste Maintenance budget by functional area is as follows:*
 - *Trash Collection: \$594,367 (54%)*
 - *Recycling: \$246,242 (23%)*
 - *Yard Waste: \$165,067 (15%)*
 - *Food Waste: \$90,034 (8%)*

Sustainability

Division Purpose:

- Oversees the City's Sustainability Program including updating the Sustainable Energy Action Plan and working with residents, commercial property owners to improve building energy efficiency and convert to the use of clean, green power.

Management Objectives:

- Oversee the public outreach and implementation of Sustainability programs.
- Revise the Sustainable Energy Action Plan to include resiliency and new goals.
- Update the Greenhouse Gas Emissions Inventory.
- 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 FY17	Actual FY18	Estimated FY19	Projected FY20
# of homes Green Homes certified	142	30	0	10
# of energy audits completed	441	2	10	15
# of energy efficiency rebates provided	30	2	10	20
# of low/moderate income homes receiving energy make-overs	20	5	20	20
# of Multi-Family energy projects provided support	2	1	7	5
# of new accounts buying 100% renewable energy (Green Energy Challenge)	-	50	602	100
# of participants in the Transportation Challenge		100	-	-
kWh of electricity use from Fast EV Chargers	-	6,917	27,500	35,000

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>Sustainable Manager</i>	1.00	1.00
<i>Division Total FTEs</i>	1.00	1.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Sustainability</i>	0	0	0	340,015
<i>Division Total</i>	0	0	0	340,015

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	-	-	-	109,380
<i>Car and Clothing Allowances</i>	-	-	-	-
<i>Fringe Benefits</i>	-	-	-	46,500
<i>Overtime</i>	-	-	-	-
<i>Contractual Labor</i>	-	-	-	-
<i>Employee Recognition</i>	-	-	-	60
<i>Personnel Subtotal</i>	-	-	-	155,940
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	-	-	166,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferences, Training, & Dues</i>	-	-	-	3,075
<i>Special Events & Programs</i>	-	-	-	15,000
<i>Operating Expenditures Subtotal</i>	-	-	-	184,075
<i>Division Total</i>	-	-	-	340,015

Adopted to Estimated Actual FY19:

- *Previously the Sustainability budget was combined with the Administration budget. Division expenditures are expected to be \$31,000 lower or 10 percent less than budget.*
- *The variance is due to lower rebates for residential programs, and lower than projected costs for new programming.*

FY20 Budget Highlights:

- *Division expenditures are \$95,000 lower — a decrease of 32 percent — compared to budgeted expenditures for FY19 due to reduced program budgets in contracted services (FY20 budget includes \$166,000, while FY19 included \$247,000) and the special events budget.*
- *Division FTEs remain the same. Additional funding for a part-time intern is also included.*
- *Approximately 45.9 percent of division expenditures are personnel related.*
- *Services and charges account for 48.8 percent of division expenditures and include funding for rebates for businesses (\$20,000), low and moderate income efficiency rebates (\$45,000), funding for multi-family efficiency projects (\$75,000) and residential rebates (\$5,000). Additionally there are funds included to develop new initiatives (\$15,000) and promotion and outreach (\$6,000).*
- *Special Events & Programs account for 4.4 percent of division expenditures.*

Division Purpose:

Maintain the City’s public gardens and planted streetscapes to add to the beauty and enhanced environment for Takoma Park’s neighborhoods.

Management Objectives:

- Continue pesticide and herbicide free garden maintenance, while implementing principles of Integrated Pest Management, utilizing non-chemical remedies for pest and weed control.
- Install new garden and landscape areas.
- Maintain existing garden and landscaped areas.
- 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 FY17	Actual FY18	Estimated FY19	Projected FY20
# of gardens maintained	51	51	51	51
# of bio-retention facilities maintained	47	50	54	56
# of streetscapes maintained	27	35	35	35

Vegetation Management

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	3.00	3.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	3.00	3.00	4.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Vegetation Management</i>	258,366	301,158	209,460	428,740
<i>Division Total</i>	258,366	301,158	209,460	428,740

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Vegetation Management Supervisor</i>	1.00	1.00
<i>Garden Maintenance Technician</i>	2.00	3.00
<i>Division Total FTEs</i>	3.00	4.00

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	137,562	141,500	100,000	248,520
<i>Fringe Benefits</i>	56,124	92,000	47,000	118,000
<i>Overtime</i>	11,667	6,720	8,000	8,500
<i>Car and Clothing Allowances</i>	900	1,290	900	1,850
<i>Contractual Labor</i>	26,850	30,558	35,000	21,750
<i>Employee Recognition</i>	90	90	60	1,120
<i>Personnel Subtotal</i>	233,193	272,158	190,960	399,740
<i>Supplies</i>	22,313	25,000	16,000	25,000
<i>Services and Charges</i>	602	1,000	750	1,000
<i>Utilities</i>	839	1,000	750	1,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferences, Training, & Dues</i>	1,419	2,000	1,000	2,000
<i>Operating Expenditures Subtotal</i>	25,173	29,000	18,500	29,000
<i>Division Total</i>	258,366	301,158	209,460	428,740

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$91,698 lower or 30.4 percent less than budget.*
- *The variance is attributable to lower than anticipated personnel costs due to vacancy of supervisor.*

FY20 Budget Highlights:

- *The previously titled Gardens Division is becoming the Vegetation Management Division and will oversee all grounds, gardens and turf maintenance for the City.*
- *Division expenditures are \$127,582 higher – an increase of 42.4 percent – compared to budgeted expenditures for FY19.*
- *The variance is attributable to the transfer of a technician previously included in the Right-of-Way division that will be moved to the Vegetation Management division. The position will be responsible for turf management and will also assist with other duties of the division. Additionally, a seasonal hire to assist with mowing responsibilities will be added. Those hours were previously covered by contractual labor.*
- *Division FTEs have increased by one position due to reallocation of one position from Right-of-Way Maintenance.*
- *Approximately 93.2 percent of division expenditures are personnel related.*
- *Supplies comprise about 5.8 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 less than 0.9 percent combined.*



Division Purpose:

Manage the City's urban forest. 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 FY17	Actual FY18	Estimated FY19	Projected FY20
# of trees removed by permit	47	57	50	55
# of undesirable species trees removed by permit	9	17	15	15
# of Waivers issued by City Arborist	180	169	170	170
# of permit denials	59	62	60	60
Tree Impact Assessments	100	82	110	100
# of tree protection plan permits	25	49	70	60
# of trees planted in the right-of-way	121	35	120	120
# of bulk buy trees planted on private property	30	26	25	25
# of municipal infraction citations issued	13	3	4	5

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Urban Forest</i>	220,748	285,960	288,120	267,330
<i>Division Total</i>	220,748	285,960	288,120	267,330

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	81,885	82,500	87,260	89,000
<i>Fringe Benefits</i>	24,254	25,500	27,000	27,000
<i>Overtime</i>	5,914	2,000	3,200	2,000
<i>Car and Clothing Allowances</i>	-	430	430	450
<i>Employee Recognition</i>	30	30	30	30
<i>Personnel Subtotal</i>	112,083	110,460	117,920	118,480
<i>Supplies</i>	215	4,000	500	1,000
<i>Repairs and Maintenance</i>	652	-	-	-
<i>Services and Charges</i>	107,323	168,000	168,000	145,000
<i>Utilities</i>	0	1,000	1,000	1,000
<i>Office Expenditures</i>	-	-	-	-
<i>Conferenecs, Training, & Dues</i>	475	2,500	700	1,850
<i>Operating Expenditures Subtotal</i>	108,665	175,500	170,200	148,850
<i>Division Total</i>	220,748	285,960	288,120	267,330

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$2,160 higher or 0.8 percent more than budget.*
- *The variance is due to slightly higher than anticipated personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$18,630 lower — a decrease of 6.5 percent — compared to budgeted expenditures for FY19. The variance is attributable to lower supplies and services and contract expenditures.*
- *FTEs remain unchanged.*
- *Approximately 44.3 percent of division expenditures are personnel related.*
- *Expenditures for supplies account for 0.4 percent of division expenditures.*
- *Services and charges account for approximately 54.2 percent of division expenditures and include tree maintenance (\$100,000) and tree planting (\$25,000 on public property and \$15,000 on private property). Additional funding of \$5,000 has been requested in FY20 for consulting services.*

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

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Miles of road resurfaced*	0	1.05	.85	1.5
Square yards of new sidewalk constructed**	0	250	2,250	3,300
Square yards of sidewalk repaired	2,756	1,463	200	1,200
Permits processed***	86	101	85	90

**FY18 street restoration provided base repair on streets in Ward 6 and Ward 2 in preparation for resurfacing done by WSSC as part of required restoration due to water main replacement.*

*** New sidewalks were installed in FY18 on Larch, in FY19 on Lincoln and Glenside, and proposed for FY20 on Flower Ave*

**** 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 FY20:

1. *Sidewalk Design – previous requests include 8000 Maple Avenue, Kansas Lane*
2. *Sidewalk Construction – completion of Flower Avenue sidewalks*
3. *Sidewalk ADA Repairs – continue repairs on sidewalks not yet addressed in Ward 1, 3 and 4, continue repairs along SHA roadways*

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	<i>1.85</i>	<i>1.85</i>	<i>1.85</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>1.85</i>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>City Engineer</i>	<i>0.50</i>	<i>0.50</i>
<i>Public Works Projects Coordinator</i>	<i>0.60</i>	<i>0.60</i>
<i>Field Construction Manager</i>	<i>0.75</i>	<i>0.75</i>
<i>Division Total FTEs</i>	<i>1.85</i>	<i>1.85</i>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>City Engineer</i>	<i>326,572</i>	<i>339,520</i>	<i>347,928</i>	<i>330,568</i>
<i>Division Total</i>	<i>326,572</i>	<i>339,520</i>	<i>347,928</i>	<i>330,568</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	<i>146,281</i>	<i>152,500</i>	<i>152,500</i>	<i>156,500</i>
<i>Fringe Benefits</i>	<i>58,757</i>	<i>68,000</i>	<i>76,000</i>	<i>70,000</i>
<i>Overtime</i>	<i>1,342</i>	<i>1,000</i>	<i>1,500</i>	<i>1,000</i>
<i>Car & Clothing Allowance</i>	<i>338</i>	<i>430</i>	<i>338</i>	<i>338</i>
<i>Employee Recognition</i>	<i>90</i>	<i>90</i>	<i>90</i>	<i>1,181</i>
<i>Personnel Subtotal</i>	<i>206,808</i>	<i>222,020</i>	<i>230,428</i>	<i>229,018</i>
<i>Services and Charges</i>	<i>119,764</i>	<i>117,500</i>	<i>117,500</i>	<i>97,500</i>
<i>Conferenecs, Training, & Dues</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>4,050</i>
<i>Operating Expenditures Subtotal</i>	<i>119,764</i>	<i>117,500</i>	<i>117,500</i>	<i>101,550</i>
<i>Division Total</i>	<i>326,572</i>	<i>339,520</i>	<i>347,928</i>	<i>330,568</i>

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$8,408 higher or 2.5 percent more than budget.*
- *The variance is primarily attributable to higher than anticipated personnel costs related to benefits.*

FY20 Budget Highlights:

- *Division expenditures are \$8,952 lower — a decrease of 2.6 percent — compared to budgeted expenditures for FY19.*
- *The variance is due to reduced services and contracts.*
- *Approximately 69.3 percent of division expenditures are personnel related.*
- *Approximately 29.5 percent of division expenditures are related to services and charges, specifically contractual engineering (\$17,500) and pavement maintenance, marking and miscellaneous concrete repairs (\$80,000).*
- *Conferences, training and dues account for 1.2 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 works in collaboration with youth, seniors, and others to identify new programs and services in which they might be interested.

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

<i>Staffing Summary by Division (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Administration</i>	2.40	4.00	4.00
<i>Youth Outreach</i>	0.50	2.94	2.94
<i>Takoma Park Recreation Center</i>	3.71	3.16	3.66
<i>Community Programs</i>	1.71	2.33	2.33
<i>Athletic Fields and Facilities</i>	0.10	-	-
<i>Camps</i>	1.66	1.37	1.37
<i>Before and After School Programs</i>	2.02	2.37	2.37
<i>Community Center</i>	7.24	4.36	4.36
<i>Department Total FTEs</i>	19.34	20.53	21.03

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Takoma/Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020
<i>Program/Service Charges</i>	565,873	504,400	547,457	583,535
<i>Subtotal</i>	650,893	589,420	632,477	668,555
<i>General Fund</i>	1,097,934	1,399,130	1,341,183	1,398,417
<i>Department Total</i>	1,748,827	1,988,550	1,973,660	2,066,972

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	<i>1,021,121</i>	<i>1,111,880</i>	<i>1,092,575</i>	<i>1,137,284</i>
<i>Fringe Benefits</i>	<i>314,358</i>	<i>330,700</i>	<i>360,500</i>	<i>370,500</i>
<i>Overtime</i>	<i>6,588</i>	<i>10,500</i>	<i>7,000</i>	<i>9,200</i>
<i>Employee Recognition</i>	<i>3,192</i>	<i>2,120</i>	<i>2,581</i>	<i>2,710</i>
<i>Personnel Subtotal</i>	<i>1,345,259</i>	<i>1,455,200</i>	<i>1,462,656</i>	<i>1,519,694</i>
<i>Supplies</i>	<i>28,278</i>	<i>30,100</i>	<i>27,400</i>	<i>34,400</i>
<i>Computer Expenditures</i>	<i>1,996</i>	<i>7,000</i>	<i>7,500</i>	<i>8,700</i>
<i>Services and Charges</i>	<i>240,447</i>	<i>337,650</i>	<i>326,284</i>	<i>318,558</i>
<i>Communications</i>	<i>7,610</i>	<i>7,900</i>	<i>7,500</i>	<i>9,500</i>
<i>Office Expenditures</i>	<i>3,234</i>	<i>6,700</i>	<i>7,520</i>	<i>5,700</i>
<i>Conferences, Training, & Dues</i>	<i>10,612</i>	<i>14,300</i>	<i>9,500</i>	<i>19,645</i>
<i>Special Events & Programs</i>	<i>111,391</i>	<i>129,700</i>	<i>125,300</i>	<i>150,775</i>
<i>Operating Expenditures Subtotal</i>	<i>403,568</i>	<i>533,350</i>	<i>511,004</i>	<i>547,278</i>
<i>Department Total</i>	<i>1,748,827</i>	<i>1,988,550</i>	<i>1,973,660</i>	<i>2,066,972</i>

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Administration</i>	<i>346,789</i>	<i>551,970</i>	<i>551,824</i>	<i>581,473</i>
<i>Youth Outreach</i>	<i>29,471</i>	<i>301,182</i>	<i>270,745</i>	<i>299,920</i>
<i>Takoma Park Recreation Center</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>
<i>Community Programs</i>	<i>183,317</i>	<i>229,628</i>	<i>221,461</i>	<i>246,035</i>
<i>Athletic Fields and Facilities</i>	<i>60,797</i>	<i>84,500</i>	<i>83,000</i>	<i>77,700</i>
<i>Camps</i>	<i>116,736</i>	<i>127,980</i>	<i>125,615</i>	<i>131,630</i>
<i>Before and After School Programs</i>	<i>98,961</i>	<i>126,500</i>	<i>123,155</i>	<i>122,550</i>
<i>Community Center</i>	<i>661,853</i>	<i>380,410</i>	<i>409,610</i>	<i>415,760</i>
<i>Department Total</i>	<i>1,748,827</i>	<i>1,988,550</i>	<i>1,973,660</i>	<i>2,066,972</i>

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$14,890 less than budget.*
- *The variance is attributable to services and charges.*

FY20 Budget Highlights:

- *Departmental expenditures are \$78,422 higher – an increase of 3.9 percent – compared to budgeted expenditures for FY19.*
- *Departmental FTEs increase by 0.5 from 20.53 to 21.03.*
- *Approximately 73.5 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$64,494 compared to budgeted expenditures for FY19.*
- *Services and charges account for about 15.4 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$53,500), contractual program instruction (\$90,900), and rental of school facilities (\$20,000).*
- *Expenditures related to special events and programs comprise approximately seven percent of departmental expenditures. This category includes the cost of Celebrate Takoma (\$12,000), Monster Bash (\$9,500), Egg Hunt (\$4,900), Outdoor Movies (\$2,025), Community Center Classes (\$82,900) 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:

- *Execute a contract 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.*
- *Implement the FlexReg module within the existing registration software to streamline registration for staff and the end-user.*

Administration

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	2.40	4.00	4.00
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	2.40	4.00	4.00

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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	1.00
<i>Customer Service & Passport Technician</i>	1.00	1.00
<i>Division Total FTEs</i>	4.00	4.00

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Administration</i>	346,789	551,970	551,824	581,473
<i>Division Total</i>	346,789	551,970	551,824	581,473

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	191,132	330,000	327,200	340,500
<i>Fringe Benefits</i>	83,361	126,500	137,000	135,500
<i>Overtime</i>	1,785	1,000	700	1,000
<i>Employee Recognition</i>	72	120	120	120
<i>Personnel Subtotal</i>	276,350	457,620	465,020	477,120
<i>Supplies</i>	5,628	4,300	4,300	4,300
<i>Computer Expenditures</i>	1,996	6,000	6,000	7,200
<i>Services and Charges</i>	43,502	62,650	59,684	66,008
<i>Communications</i>	7,610	7,300	7,200	8,900
<i>Office Expenditures</i>	1,451	1,000	1,320	1,000
<i>Conferences, Training, & Dues</i>	10,252	13,100	8,300	16,945
<i>Operating Expenditures Subtotal</i>	70,439	94,350	86,804	104,353
<i>Division Total</i>	346,789	551,970	551,824	581,473

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$146 less than budget.*

FY20 Budget Highlights:

- *Division expenditures are \$29,503 more — an increase of 5.3 percent — compared to budgeted expenditures for FY19. The variance is attributable to expenditures related to personnel and services and charges.*
- *Division FTEs remained the same.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Services and charges represent about 11.4 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 2.9 percent of division expenditures. This category includes expenses such as staff training, Maryland Recreation and Parks and National Recreation and Parks Associations conference attendance, and association dues.*

Division Purpose:

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

Management Objectives:

- *Enhance the competitive gaming program by partnering with local universities to develop and enhance career interests for participants.*
- *Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.*
- *Develop and implement a Success Fair at the Takoma Park Middle School.*
- *Increase the number of developmental trip opportunities for teens.*
- *Continue to provide meaningful service learning opportunities for teens. Partner with local organizations to enhance offerings and opportunities.*
- *Enhance class offering for teens by providing Home Economics and Financial Wellness workshops.*
- *Work with local businesses to increase the number of partners for the Summer Youth Employment program.*

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.50	2.00	2.00
<i>FTEs without benefits</i>	-	0.94	0.94
<i>Division Total</i>	0.50	2.94	2.94

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Recreation Program Supervisor Teens</i>	1.00	1.00
<i>Youth Success Coordinator</i>	1.00	1.00
<i>Summer Youth Seasonal Staff</i>	0.94	0.94
<i>Division Total FTEs</i>	2.94	2.94

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Youth Outreach</i>	29,471	301,182	270,745	299,920
<i>Division Total</i>	29,471	301,182	270,745	299,920

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	23,801	188,622	176,725	182,300
<i>Fringe Benefits</i>	4,444	57,000	43,500	57,000
<i>Overtime</i>	141	500	500	500
<i>Employee Recognition</i>	9	60	120	120
<i>Personnel Subtotal</i>	28,395	246,182	220,845	239,920
<i>Supplies</i>	-	3,400	3,400	6,000
<i>Services and Charges</i>	-	15,950	13,800	12,600
<i>Office Expenditures</i>	-	2,000	2,000	1,000
<i>Special Events & Programs</i>	1,076	33,650	30,700	40,400
<i>Operating Expenditures Subtotal</i>	1,076	55,000	49,900	60,000
<i>Division Total</i>	29,471	301,182	270,745	299,920

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$30,437 less than budget.*
- *The variance is primarily attributable to personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$1,262 less compared to budgeted expenditures for FY19.*
- *Division FTEs remain the same.*
- *Approximately 80 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 4.2 percent of division expenditures. This category includes the cost of contractual programming (\$10,000).*
- *Expenditures categorized as special events and programs account for about 13.5 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 (\$1,450), and trips (\$7,500).*

Takoma Park Recreation Center

Division Purpose:

The City expects to assume 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 44% of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$106,884.

Management Objectives:

- *Work with the Recreation Committee, Friends of the Takoma Park Recreation Center and community members to develop a vision for the Recreation Center that includes physical structure, programming and partnerships.*
- *Initiate programs and partnerships to enhance class offerings for teens and young adults that advance the Youth Success initiative.*
- *Expand participation and programming opportunities for participants in The New Ave Adventure camp.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Memberships (Gym)	79	81	110	115
Memberships (Fitness Only)	30	53	65	70
Memberships (55+)	85	72	90	95
After the Bell participation	6	20	20	25
People served	13,128	13,260	14,500	14,800

Takoma Park Recreation Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	<i>1.50</i>	<i>1.00</i>	<i>1.00</i>
<i>FTEs without benefits</i>	<i>2.21</i>	<i>2.16</i>	<i>2.66</i>
<i>Division Total</i>	<i>3.71</i>	<i>3.16</i>	<i>3.66</i>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Recreation Supervisor I</i>	<i>1.00</i>	<i>1.00</i>
<i>Part-time Staff</i>	<i>2.16</i>	<i>2.66</i>
<i>Division Total FTEs</i>	<i>3.16</i>	<i>3.66</i>

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Takoma Park Recreation Center</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>
<i>Division Total</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	<i>164,982</i>	<i>119,000</i>	<i>118,200</i>	<i>123,824</i>
<i>Fringe Benefits</i>	<i>43,846</i>	<i>27,000</i>	<i>30,500</i>	<i>27,000</i>
<i>Overtime</i>	<i>827</i>	<i>2,000</i>	<i>1,200</i>	<i>1,200</i>
<i>Employee Recognition</i>	<i>1,293</i>	<i>180</i>	<i>750</i>	<i>180</i>
<i>Personnel Subtotal</i>	<i>210,948</i>	<i>148,180</i>	<i>150,650</i>	<i>152,204</i>
<i>Supplies</i>	<i>10,084</i>	<i>3,750</i>	<i>3,300</i>	<i>4,750</i>
<i>Computer Expenditures</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>500</i>
<i>Services and Charges</i>	<i>23,582</i>	<i>23,500</i>	<i>23,200</i>	<i>23,500</i>
<i>Communications</i>	<i>-</i>	<i>600</i>	<i>300</i>	<i>600</i>
<i>Office Expenditures</i>	<i>1,371</i>	<i>1,200</i>	<i>1,700</i>	<i>1,200</i>
<i>Special Events & Programs</i>	<i>4,918</i>	<i>9,150</i>	<i>8,600</i>	<i>9,150</i>
<i>Operating Expenditures Subtotal</i>	<i>39,955</i>	<i>38,200</i>	<i>37,600</i>	<i>39,700</i>
<i>Division Total</i>	<i>250,903</i>	<i>186,380</i>	<i>188,250</i>	<i>191,904</i>

Takoma Park Recreation Center

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$1,870 more than budget.*
- *The variance is primarily attributable to personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$5,524 higher — an increase of 2.9 percent — compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to personnel costs.*
- *Division FTEs increase by 0.5 for part-time staff hours.*
- *Approximately 79.3 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 12.2 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500) and transportation (\$3,250).*
- *Expenditures categorized as special events and programs account for about 4.7 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 adult volleyball and pickleball program.*
- *Enhance the programing and activities offered at the annual Egg Hunt.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Adult Basketball League Teams	6	6	6	8
Adult Softball League Teams	6	4	6	6
Flag Football League Participants	102	NA	NA	NA
Futsal League Participants	64	80	80	100
T-Ball League Participants	108	70	80	80
Tennis Lesson Participants	150	150	175	175
Winter Basketball League Participants	650	673	720	760
Y.E.S. League Participants	73	112	100	100
Celebrate Takoma Festival Participants	911	930	950	1,000
Egg Hunt Participants	440	460	475	475
Monster Bash Participants	810	800	820	835

Community Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	1.20	1.50	1.50
<i>FTEs without benefits</i>	0.51	0.83	0.83
<i>Division Total</i>	1.71	2.33	2.33

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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	0.83
<i>Division Total FTEs</i>	2.33	2.33

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Community Programs</i>	183,317	229,628	221,461	246,035
<i>Division Total</i>	183,317	229,628	221,461	246,035

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	87,776	124,348	121,000	129,000
<i>Fringe Benefits</i>	30,209	41,000	36,000	42,500
<i>Overtime</i>	226	2,500	3,500	2,500
<i>Employee Recognition</i>	81	330	461	360
<i>Personnel Subtotal</i>	118,292	168,178	160,961	174,360
<i>Supplies</i>	115	-	-	700
<i>Services and Charges</i>	10,450	11,050	11,000	11,250
<i>Special Events & Programs</i>	54,460	50,400	49,500	59,725
<i>Operating Expenditures Subtotal</i>	65,025	61,450	60,500	71,675
<i>Division Total</i>	183,317	229,628	221,461	246,035

Community Programs

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$8,167 less than budget.*
- *The variance is primarily attributable to personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$16,407 higher — an increase of 7.1 percent — compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to an increase in personnel costs and an increase in special events.*
- *Division FTEs remain the same.*
- *Approximately 71 percent of division expenditures are personnel related.*
- *Expenditures categorized as special events and programs account for approximately 24.3 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.
- Work with MCPS regarding Lee Jordan field use during construction of the Takoma Park Middle School.
- Explore and implement turf management options that meet the City's Safe Grow regulations.
- Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction.

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of Resident Rentals at TPCC	140	140	135	145
Number of Non-Resident Rentals at TPCC	30	30	26	32
Percentage of days used at TPCC	74%	74%	85%	86%
Number of Resident Rentals at TPRC	17	43	50	55
Number of Non-Resident Rentals at TPRC	16	30	40	45
Percentage of days used at TPRC	80%	80%	80%	80%
Number of Resident Rentals at Heffner	54	54	47	55
Number of Non-Resident Rentals at Heffner	15	15	12	18
Percentage of days used at Heffner	75%	75%	84%	80%

Athletic Fields & Facilities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.10	-	-
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.10	-	-

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
	-	-
<i>Division Total FTEs</i>	-	-

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Athletic Fields and Facilities</i>	60,797	84,500	83,000	77,700
<i>Division Total</i>	60,797	84,500	83,000	77,700

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	10,733	-	-	-
<i>Fringe Benefits</i>	3,978	-	-	-
<i>Overtime</i>	48	-	-	-
<i>Employee Recognition</i>	5	-	-	-
<i>Personnel Subtotal</i>	14,764	-	-	-
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	46,033	84,500	83,000	77,700
<i>Office Expenditures</i>	-	-	-	-
<i>Operating Expenditures Subtotal</i>	46,033	84,500	83,000	77,700
<i>Division Total</i>	60,797	84,500	83,000	77,700

Athletic Fields & Facilities

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$1,500 less than budget.*

FY20 Budget Highlights:

- *Division expenditures are \$6,800 lower — a decrease of 8 percent — compared to budgeted expenditures for FY19. The variance is attributable to a decrease in Community Use of Public Facilities (CUPF) rental 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 (\$20,000).*

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.*
- *Provide a skill building Spring Break Camp for teens that will increase personal development and introduce college and career opportunities.*
- *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 FY17	Actual FY18	Estimated FY19	Projected FY20
Number of participants in Counselor-in-Training Program	13	13	13	13
Percentage of favorable ratings for Spring Break Camp	90	90	90	90
Percentage of evaluations returned for Spring Break Camp	80	83	80	80
Percentage of favorable ratings for Summer Camp	85	90	90	80
Percentage of evaluations returned for Summer Camp	70	80	80	80
Number of summer specialty camps	8	9	9	10
Number of skill building teen camp opportunities	1	2	2	5

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.75	0.50	0.50
<i>FTEs without benefits</i>	0.91	0.87	0.87
<i>Division Total</i>	1.66	1.37	1.37

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Recreation Program Supervisor Kids/Camps</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Camps</i>	116,736	127,980	125,615	131,630
<i>Division Total</i>	116,736	127,980	125,615	131,630

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	61,664	55,800	55,800	58,200
<i>Fringe Benefits</i>	14,561	19,000	18,000	19,000
<i>Overtime</i>	180	1,000	500	1,000
<i>Employee Recognition</i>	47	580	415	330
<i>Personnel Subtotal</i>	76,452	76,380	74,715	78,530
<i>Supplies</i>	1,883	1,800	1,700	1,800
<i>Services and Charges</i>	34,286	44,200	43,600	44,200
<i>Conferences, Training, & Dues</i>	360	600	600	2,100
<i>Special Events & Programs</i>	3,755	5,000	5,000	5,000
<i>Operating Expenditures Subtotal</i>	40,284	51,600	50,900	53,100
<i>Division Total</i>	116,736	127,980	125,615	131,630

Camps

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$2,365 less than budget.*
- *The variance is attributable to personnel costs.*

FY20 Budget Highlights:

- *Division expenditures are \$3,650 higher – an increase of 2.9 percent – compared to budgeted expenditures for FY19.*
- *Approximately 60 percent of division expenditures are personnel related.*
- *Division FTEs remain the same.*
- *Services and charges represent about 33.6 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 four 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.*
- *Explore grant opportunities for aftercare programs.*
- *Provide additional emergency training opportunities for program staff.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Percentage of evaluations returned	80	86	90	90
Ratio of Contractor/Staff-led clubs and activities	2/8	2/8	2/8	N/A
Percentage of favorable ratings for Before/After Care	90	92	90	92
Contractor-led clubs/activities	2	2	2	0

Before & After School Programs

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.60	0.50	0.50
<i>FTEs without benefits</i>	1.42	1.87	1.87
<i>Division Total</i>	2.02	2.37	2.37

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Recreation Program Supervisor Kids/Camps</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Before and After School Programs</i>	98,961	126,500	123,155	122,550
<i>Division Total</i>	98,961	126,500	123,155	122,550

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	72,810	86,460	86,000	87,460
<i>Fringe Benefits</i>	18,734	25,200	24,500	25,500
<i>Overtime</i>	116	1,500	500	1,000
<i>Employee Recognition</i>	194	490	355	240
<i>Personnel Subtotal</i>	91,854	113,650	111,355	114,200
<i>Supplies</i>	4,011	5,850	5,700	5,850
<i>Services and Charges</i>	3,096	4,900	4,000	400
<i>Conferences, Training, & Dues</i>	-	600	600	600
<i>Special Events & Programs</i>	-	1,500	1,500	1,500
<i>Operating Expenditures Subtotal</i>	7,107	12,850	11,800	8,350
<i>Division Total</i>	98,961	126,500	123,155	122,550

Before & After School Programs

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$3,345 less than budget.*
- *The variance is attributable to personnel costs and services and charges.*

FY20 Budget Highlights:

- *Division expenditures are \$3,950 lower — a decrease of 3.1 percent — compared to budgeted expenditures for FY19.*
- *The variance is attributable to removing the contractor portion of programming for the After School Program.*
- *Division FTEs remain the same.*
- *Approximately 93.2 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 increase the number of participants.*
- *Create new opportunities for our senior population to participate in technology and computer classes.*
- *Explore options to offer outdoor programming in local City Parks.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of developmental teen programs/ trips	20	20	25	30
Number of teens participating in developmental programs/ trips	140	140	141	160
Number of active adult programs	12	12	13	13
Number of Senior Camp participants			16	18
Number of participants in active adult programs	594	594	890	900
Number of Senior Program partners	4	4	5	6

Takoma Park Community Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	4.45	2.00	2.00
<i>FTEs without benefits</i>	2.79	2.36	2.36
<i>Division Total</i>	7.24	4.36	4.36

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Recreation Facilities Manager</i>	1.00	1.00
<i>Recreation Program Coordinator - Seniors</i>	1.00	1.00
<i>Part-time Staff</i>	2.36	2.36
<i>Division Total FTEs</i>	4.36	4.36

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Community Center</i>	661,853	380,410	409,610	415,760
<i>Division Total</i>	661,853	380,410	409,610	415,760

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	408,221	207,650	207,650	216,000
<i>Fringe Benefits</i>	115,225	35,000	71,000	64,000
<i>Overtime</i>	3,265	2,000	100	2,000
<i>Employee Recognition</i>	1,493	360	360	1,360
<i>Personnel Subtotal</i>	528,204	245,010	279,110	283,360
<i>Supplies</i>	6,556	11,000	9,000	11,000
<i>Computer Expenditures</i>	-	1,000	1,000	1,000
<i>Services and Charges</i>	79,498	90,900	88,000	82,900
<i>Office Expenditures</i>	413	2,500	2,500	2,500
<i>Special Events & Programs</i>	47,182	30,000	30,000	35,000
<i>Operating Expenditures Subtotal</i>	133,649	135,400	130,500	132,400
<i>Division Total</i>	661,853	380,410	409,610	415,760

Takoma Park Community Center

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$29,200 higher than budget.*
- *The variance is attributable to higher than expected costs for fringe benefits.*

FY20 Budget Highlights:

- *Division expenditures are \$35,350 increase – an increase of 9.3 percent – compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to an increase in fringe benefits and an increase in senior program funding.*
- *Approximately 68.2 percent of division expenditures are personnel related.*
- *Division FTEs remain the same.*
- *Services and charges represent about 20 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$82,900).*
- *Expenditures categorized as special events and programs account for eight percent of division expenditures. This classification includes costs for senior programming (\$35,000).*



City of Takoma Park

Housing & Community Development



Takoma Park

Photo credit: Sam Kittner Photography

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Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, and the arts and humanities. Technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department support the Council's desire to expand local economic development programming, provide diverse affordable housing opportunities, and improve the quality of life of residents throughout the Takoma Park community. Historically these functions have been accounted for in three divisions: **HCD Administration, Planning and Development Services**, and **Housing and Community Services**. A fourth division – **Economic Development** – 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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>HCD Administration</i>	1.50	1.50	1.50
<i>Economic Development</i>	-	1.00	1.00
<i>Arts and Humanities</i>	0.50	0.50	0.63
<i>Planning and Development Services</i>	2.38	2.50	2.50
<i>Housing and Community Services</i>	4.00	4.00	4.50
<i>Department Total FTEs</i>	8.38	9.50	10.13

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Inspection Fees</i>	325,943	333,595	333,595	306,674
<i>Subtotal</i>	325,943	333,595	333,595	306,674
<i>General Fund</i>	1,003,839	1,402,107	1,295,604	1,473,759
<i>Department Total</i>	1,329,782	1,735,702	1,629,199	1,780,433

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	609,379	787,136	769,656	835,620
<i>Fringe Benefits</i>	210,826	317,318	255,000	275,700
<i>Overtime</i>	5,885	12,500	18,600	12,000
<i>Employee Recognition</i>	1,385	1,480	1,435	3,510
<i>Personnel Subtotal</i>	827,475	1,118,434	1,044,691	1,126,830
<i>Supplies</i>	10,007	22,400	22,400	22,700
<i>Computer Expenditures</i>	4,919	16,350	13,850	10,100
<i>Services and Charges</i>	460,395	468,542	461,042	523,651
<i>Communications</i>	5,491	6,616	6,616	9,452
<i>Office Expenditures</i>	1,689	6,160	4,700	6,800
<i>Conferences, Training, & Dues</i>	6,315	53,000	37,900	42,200
<i>Special Events & Programs</i>	13,490	44,200	38,000	38,700
<i>Operating Expenditures Subtotal</i>	502,307	617,268	584,508	653,603
<i>Department Total</i>	1,329,782	1,735,702	1,629,199	1,780,433

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>HCD Administration</i>	307,730	347,754	337,389	183,880
<i>Economic Development</i>	-	225,454	173,676	275,360
<i>Arts and Humanities</i>	-	-	-	74,010
<i>Planning and Development Services</i>	411,243	398,920	400,220	409,050
<i>Housing and Community Services</i>	610,809	763,574	717,914	838,133
<i>Department Total</i>	1,329,782	1,735,702	1,629,199	1,780,433

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$106,503 less than budget.*
- *The variance is primarily attributable to the Community Development Manager for Economic Development position remaining vacant for longer than anticipated, though there were small savings in several budget lines across the department.*

FY20 Budget Highlights:

- *Departmental expenditures are \$44,731 higher – an increase of 2.6 percent – compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to an increase in personnel costs, including an increase in the hours of a half-time position to make it fulltime and the addition of an intern to assist in the Economic Development division.*
- *Departmental FTEs increase by 0.63 due to an increase in hours for positions in the Housing and Community Services division and Arts and Humanities division.*
- *Approximately 63.3 percent of departmental expenditures are personnel related.*
- *Services and charges account for 29.41 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 (\$65,000), implementation of the Housing and Economic Development Strategic Plan (\$20,000), and other miscellaneous contractual costs.*
- *Supplies, computer expenditures, communication, and office expenditures comprise \$49,052, or approximately 2.8 percent of the budget.*
- *Special events and programs account for about two percent of department expenditures. This category includes budget for programs such as transportation-pedestrian projects (\$20,000) and iCanShine bike camp (\$16,000).*

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 transfer of the Takoma Park Recreation Center to the City.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Public Realm Projects	4	4	4	4
Special Revenue Fund Projects Administered	5	5	6	5
Service Contracts Monitored	13	13	16	20
Cultural Programs Offered	46	46	42	40
Economic Development Projects	0	0	1	3
Boards and Commissions Staffed	4	4	4	4

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	1.50	1.50	1.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	1.50	1.50	1.50

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Director of Housing and Community Development</i>	1.00	1.00
<i>Administrative Assistant</i>	0.50	0.50
<i>Division Total FTEs</i>	1.50	1.50

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>HCD Administration</i>	307,730	347,754	337,389	183,880
<i>Division Total</i>	307,730	347,754	337,389	183,880

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	196,224	203,360	200,680	89,440
<i>Fringe Benefits</i>	74,091	72,500	72,000	26,500
<i>Overtime</i>	1,469	3,500	3,300	1,000
<i>Employee Recognition</i>	75	90	105	60
<i>Personnel Subtotal</i>	271,859	279,450	276,085	117,000
<i>Supplies</i>	1,072	2,400	2,400	2,700
<i>Computer Expenditures</i>	4,919	16,350	13,850	10,100
<i>Services and Charges</i>	23,211	39,738	34,738	43,478
<i>Communications</i>	5,491	6,616	6,616	8,752
<i>Office Expenditures</i>	1,178	1,700	1,700	1,100
<i>Conferences, Training, & Dues</i>	-	1,500	2,000	750
<i>Operating Expenditures Subtotal</i>	35,871	68,304	61,304	66,880
<i>Division Total</i>	307,730	347,754	337,389	183,880

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be about \$10,365 less than the adopted budget.*

FY20 Budget Highlights:

- *Division expenditures are \$163,874 less — a decrease of 47.1 percent — compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to the vacancy in the HCD Director position which is expected to remain vacant for half of the year.*
- *Approximately 63.6 percent of division expenditures are personnel related.*
- *Services and charges represent 23.6 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 \$22,652, or approximately 12.3 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.*
- *Initiate 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 FY17	Actual FY18	Estimated FY19	Projected FY20
Economic Development Projects	0	0	1	3
Business Retention and Expansion Contacts	0	0	20	75
Individual Technical Support Contacts	0	0	5	10
Workforce Development Resource Partners	0	0	5	10

Economic Development

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Economic Development</i>	-	225,454	173,676	275,360
<i>Division Total</i>	-	225,454	173,676	275,360

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	-	46,976	46,976	114,100
<i>Fringe Benefits</i>	-	64,318	18,000	41,000
<i>Overtime</i>	-	500	-	-
<i>Employee Recognition</i>	-	60	-	60
<i>Personnel Subtotal</i>	-	111,854	64,976	155,160
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	97,200	97,200	110,200
<i>Communication</i>	-	-	-	700
<i>Office Expenditures</i>	-	1,000	1,000	1,000
<i>Conferences, Training, & Dues</i>	-	15,400	10,500	8,300
<i>Operating Expenditures Subtotal</i>	-	113,600	108,700	120,200
<i>Division Total</i>	-	225,454	173,676	275,360

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$51,778 less than budget.*
- *The variance is primarily attributable to personal fringe benefits being used for only the Community Development Manager for Economic Development and not for the Economic Development Specialist position which was eliminated in the FY19 adopted budget. Additionally, the Community Development Manager for Economic Development position was vacant for longer than anticipated due to the time it took to recruit and hire for the position.*

FY20 Budget Highlights:

- *Approximately 56.3 percent of Division expenditures are personnel related. The prior year personal expenditure accounted for half of the annual salary. FY20 will include an expenditure of a full year of salary for the Community Development Manager for Economic Development.*
- *Division FTEs do not change.*
- *Services and charges represent 40 percent of division expenditures. This category includes contracts for economic development services with Main Street Takoma and Takoma Langley Crossroads CDA (\$65,000), costs related to implementation of the Housing and Economic Development Strategic Plan (\$20,000), technical support for small businesses (\$5,000) and analytic and website services (\$10,000). There is a total increase of \$13,000 which includes \$5,000 for Community Marketing/Promotion Campaign, an additional \$1,000 for printing of training materials, and \$2,000 for the Business Retention and Expansion Campaign.*
- *Communications, office expenditures, and conferences, training and dues comprise the remaining \$10,000 or approximately 3.6 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:

- *Initiate implementation of the Takoma Park Cultural Plan.*
- *Facilitate the on-going cultural arts programming.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Cultural Programs Offered	46	46	42	50
Boards and Commissions Staffed	0	0	0	1

Arts & Humanities

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.50	0.50	0.63
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	0.50	0.50	0.63

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Art Coordinator</i>	0.50	0.63
<i>Division Total FTEs</i>	0.50	0.63

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Arts and Humanities</i>	-	-	-	74,010
<i>Division Total</i>	-	-	-	74,010

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	-	-	-	46,780
<i>Fringe Benefits</i>	-	-	-	13,700
<i>Overtime</i>	-	-	-	1,000
<i>Employee Recognition</i>	-	-	-	60
<i>Personnel Subtotal</i>	-	-	-	61,540
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	-	-	-	7,820
<i>Office Expenditures</i>	-	-	-	1,800
<i>Conferences, Training, & Dues</i>	-	-	-	2,850
<i>Operating Expenditures Subtotal</i>	-	-	-	12,470
<i>Division Total</i>	-	-	-	74,010

Adopted to Estimated Actual FY19:

- *This is a new division in FY20. Previously, the budgeted funds were located in various places: the HCD Administration division, General Government, and Non-departmental.*

FY20 Budget Highlights:

- *Approximately 83.2 percent of division expenditures are personnel related.*
- *Services and charges represent 10.6 percent of division expenditures. Honoraria for performers represent 71.6 percent of services and charges expenditures. This category includes the Film Screening Series, the Lecture Series, the Poet Laureate, and We are Takoma performances.*
- *Office expenditures and conferences, training, and dues sum up the remaining \$4,650 or 37.3 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:

- *Complete Public Land and Open Space Management Plan and present for Council consideration and adoption.*
- *Facilitate completion of Ethan Allen bike improvements; Coordinate development of the New Hampshire Avenue Bikeway Plan.*
- *Facilitate implementation of the recommendations of the FY19 Parking Study.*
- *Monitor and assist in the planning and promotion of the 2020 U.S. Census.*
- *Monitor development projects such as Takoma Junction, Washington Adventist Hospital, Takoma Recreation Center and private properties.*
- *Provide technical support for the implementation of the Housing and Economic Development Strategic Plan.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Development and Zoning Reviews	6	6	5	5
Public Realm Projects	4	4	4	4
Economic Development Projects	4	4	5	0
Capital Projects	6	6	5	6
Safe Routes to School - Events	31	31	29	30
Safe Routes to School - Participants	2,910	2,910	3,105	2,735
TKPK5K Challenge - Participants	1,500	1,500	1,534	1,750
Vendor Permits Issued	5	5	3	5

Planning & Development Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>Community Development Manager - Planning</i>	1.00	1.00
<i>Planner</i>	1.00	1.00
<i>Special Projects Coordinator</i>	0.50	0.50
<i>Division Total FTEs</i>	2.50	2.50

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Planning and Development Services</i>	411,243	398,920	400,220	409,050
<i>Division Total</i>	411,243	398,920	400,220	409,050

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	179,698	225,000	236,000	252,500
<i>Fringe Benefits</i>	55,220	57,000	60,000	53,500
<i>Overtime</i>	1,741	5,000	5,000	5,000
<i>Employee Recognition</i>	90	120	120	150
<i>Personnel Subtotal</i>	236,749	287,120	301,120	311,150
<i>Supplies</i>	8,935	20,000	20,000	20,000
<i>Services and Charges</i>	148,447	27,700	27,200	24,150
<i>Office Expenditures</i>	273	1,000	500	1,000
<i>Conferences, Training, & Dues</i>	4,163	20,900	15,400	16,750
<i>Special Events & Programs</i>	12,676	42,200	36,000	36,000
<i>Operating Expenditures Subtotal</i>	174,494	111,800	99,100	97,900
<i>Division Total</i>	411,243	398,920	400,220	409,050

Planning & Development Services

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$1,300 more than budgeted for FY19 due to wages and fringe benefits.*
- *Operating expenditures decrease \$12,700 primarily attributable to the underspending in categories of conferences and training, and special events and programming.*

FY20 Budget Highlights:

- *Division expenditures for FY20 are \$10,130 higher — an increase of 2.5 percent — compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to increases in personnel costs.*
- *Division FTEs do not change.*
- *Approximately 76 percent of division expenditures are personnel related.*
- *Supplies represent 4.9 percent of the budget.*
- *Services and charges comprise 5.9 percent of division expenditures. Included in this category are costs associated with contracts for technical services (\$13,500), regional transportation (\$150), publicity (\$4000), and printing (\$6,500).*
- *Special Events and Programming account for 8.8 percent of the budget, which includes Transit-Pedestrian projects such as bike route improvements and Safe Routes to School program incentives (\$20,000) and the iCan Shine Camp (\$16,000).*

Housing & Community Services

Division Purpose:

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

Management Objectives:

- *Implement the 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 FY17	Actual FY18	Projected FY19	Estimated FY20
Tenant Capacity Building Initiative Projects	6	6	8	8
Tenant Opportunity to Purchase Proposals	15	15	15	20
Rental Licenses – Issued	460	460	425	475
Rental Licenses – Discontinued	49	49	50	55
Illegal Rental Facilities Identified	45	45	45	30
Rental Units Inspected by Montgomery County	2,900	2,900	2,800	3,000
Rent Stabilized Rental Facilities	310	310	310	310
Exempted Rental Facilities	21	21	21	25
Rent Stabilization Exemptions Processed	18	18	16	18
Owner Occupied Group Houses Registered	7	7	7	10
Vacant Properties Monitored	85	85	85	85
Fair Return Petitions Filed	0	0	3	6
Illegal Rent Payments Reimbursed	\$1,500	\$1,500	\$1,000	\$1,500
COLTA – Cases Filed	3	3	5	8
COLTA – Hearings Conducted	1	1	1	4
Seminars and Workshops Conducted	9	9	10	10
Landlord Certificates Issued	220	220	220	225
Credit Checks Conducted	20	20	21	25
CDBG / Community Grants Administered	18	18	18	18
Emergency Assistance Grants Awarded	115	115	120	125
Home Stretch Downpayment Assistance Grants	0	0	3	5

Housing & Community Services

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	4.00	4.00	4.50
<i>FTEs without benefits</i>	-	-	-
<i>Division Total</i>	4.00	4.00	4.50

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Community Development Manager - Housing Services</i>	1.00	1.00
<i>Grants Coordinator</i>	0.50	0.50
<i>Landlord Tenant Mediation Specialist</i>	0.50	1.00
<i>Housing Specialist</i>	1.00	1.00
<i>Rental Licensing Specialist</i>	1.00	1.00
<i>Division Total FTEs</i>	4.00	4.50

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Housing and Community Services</i>	610,809	763,574	717,914	838,133
<i>Division Total</i>	610,809	763,574	717,914	838,133

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	233,457	311,800	286,000	332,800
<i>Fringe Benefits</i>	81,515	123,500	105,000	141,000
<i>Overtime</i>	2,675	3,500	10,300	5,000
<i>Employee Recognition</i>	1,220	1,210	1,210	3,180
<i>Personnel Subtotal</i>	318,867	440,010	402,510	481,980
<i>Supplies</i>	-	-	-	-
<i>Services and Charges</i>	288,738	303,904	301,904	338,003
<i>Office Expenditures</i>	238	2,460	1,500	1,900
<i>Conferences, Training, & Dues</i>	2,152	15,200	10,000	13,550
<i>Special Events & Programs</i>	814	2,000	2,000	2,700
<i>Operating Expenditures Subtotal</i>	291,942	323,564	315,404	356,153
<i>Division Total</i>	610,809	763,574	717,914	838,133

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to decrease by 5.9 percent from budget. This decrease represents a reduction in the projected fringe benefits and the pro-rata salary for the Community Development Manager for Housing and Community Services position, which was filled in September 2018.*

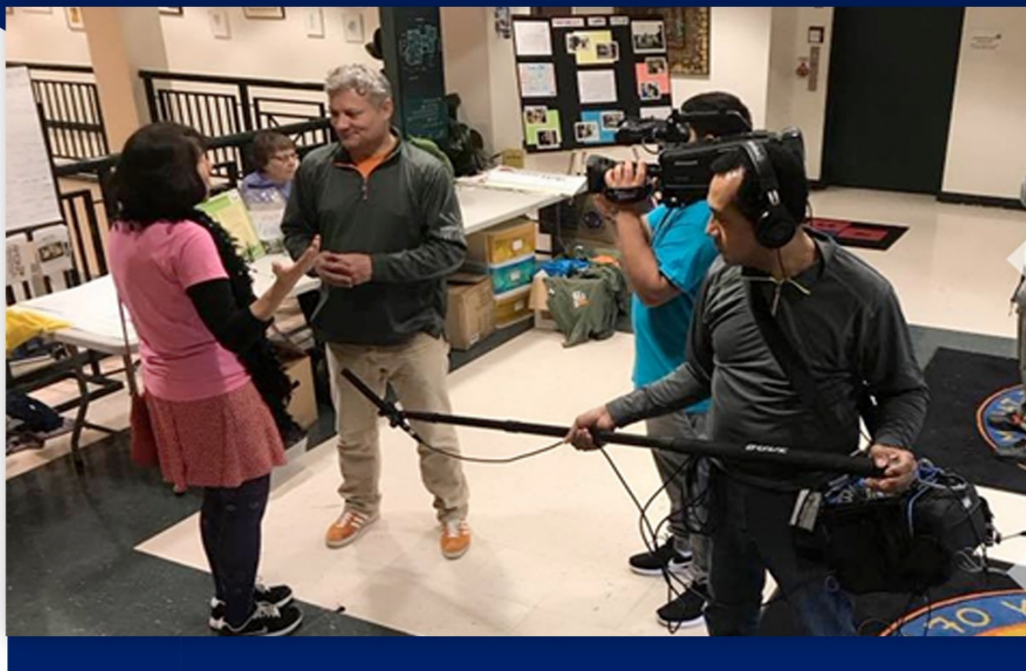
FY20 Budget Highlights:

- *Division expenditures are 16.7 percent higher as compared to the budgeted expenditures for FY19. This represents an increase of \$74,559.*
- *Personnel costs comprise 57.5 percent of the FY20 budget. The projected increase includes expansion of the Landlord and Tenant Mediator position to fulltime from part-time and the costs associated with an increase in staff salaries and benefits.*
- *By increasing the Landlord and Tenant Mediator position to fulltime, the division will increase its FTEs from 4.0 to 4.5. This added capacity will allow 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 42.5 percent or \$356,153 of division expenditures. Services and charges comprise \$338,003 of the operating budget, and include costs that further the division's efforts to improve the efficiency and effectiveness of services to property owners, tenants, and landlords: incorporation of online portals that process annual rent reports (\$12,000), a learning management software that supports the landlord certification examination (\$2,500), and a grant management system (\$4,500).*
- *The services and charges 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 (\$33,000); capacity building support for tenant associations (\$5,225); and continued support to first-time homebuyers (\$6,000) with additional assistance in the area of financial literacy workshops (\$2,000).*



City of Takoma Park

Communications



CityTV Staff

IN THIS SECTION:

- Department Summary

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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:

- *Continue improvements to content and usability of the City's website.*
- *Collaborate with City departments and local organizations to inform TV and social media viewers of the services, local issues, and events provided by the City.*
- *Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable television services.*
- *Continue to increase non-English programming to inform residents of City services.*

Department Summary

Performance/Workload Measures:

Measurement	Actual FY18	Estimated FY19	Proposed FY20
City TV Hours:	294 hrs	250 hrs.	225 hrs
Original programming	124 hrs	79 hrs	54 hrs
Council meetings	126 hrs	126 hrs	126 hrs
Radio programming	44hrs	45hrs	45hrs
Auditorium events (not broadcast on TV)	83	33	33
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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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>1.75</i>	<i>1.50</i>
<i>Division Total</i>	<i>5.75</i>	<i>5.75</i>	<i>5.50</i>

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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>AV Specialist</i>	<i>2.00</i>	<i>2.00</i>
<i>Part-time Communications Support</i>	<i>1.75</i>	<i>1.50</i>
<i>Division Total FTEs</i>	<i>5.75</i>	<i>5.50</i>

Department Summary

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Cable Franchise Fees</i>	244,920	228,000	228,000	221,000
<i>Cable Operating Grant</i>	450,138	429,000	429,000	417,000
<i>Subtotal</i>	695,058	657,000	657,000	638,000
<i>General Fund</i>	-182,540	-91,200	-149,559	-94,388
<i>Department Total</i>	512,517	565,800	507,441	543,612

<i>Division Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Communications</i>	512,517	565,800	507,441	543,612
<i>Division Total</i>	512,517	565,800	507,441	543,612

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	291,214	316,500	277,000	303,500
<i>Fringe Benefits</i>	86,900	93,500	93,500	95,500
<i>Overtime</i>	5,795	12,000	7,000	7,000
<i>Employee Recognition</i>	1,420	980	860	420
<i>Personnel Subtotal</i>	385,329	422,980	378,360	406,420
<i>Supplies</i>	1,955	10,000	761	1,000
<i>Services and Charges</i>	91,331	102,550	103,550	105,500
<i>Communications</i>	11,934	14,100	10,600	13,522
<i>Office Expenditures</i>	1,224	750	750	750
<i>Conferences, Training, & Dues</i>	20,744	15,420	13,420	16,420
<i>Operating Expenditures Subtotal</i>	127,188	142,820	129,081	137,192
<i>Division Total</i>	512,517	565,800	507,441	543,612

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$58,359 less than budget.*
- *The variance is due primarily to lower than anticipated costs for personnel and communications related supplies.*

FY20 Budget Highlights:

- *Cable related operating revenues are anticipated to decrease by 2.9 percent or \$19,000 in FY20 compared to FY19 based on the Memorandum of Understanding (MOU) with Montgomery County.*
- *Departmental expenditures are proposed to be \$22,188 lower – a decrease of 3.9 percent – compared to budgeted expenditures for FY19.*
- *Approximately 74.8 percent of departmental expenditures are personnel related.*
- *Personnel costs are \$16,560 lower compared to budgeted expenditures for FY19.*
- *Services and charges account for about 19.4 percent or \$105,500 of departmental expenditures, including \$98,000 for the Takoma Park Newsletter and City Guides.*
- *Communications account for 2.5 percent of the departmental expenditures. This category includes charges for telephone (\$2,700), cell phones (\$5,822) and web site (\$5,000).*
- *Approximately three percent of departmental expenditures are conferences, training, and dues. The main cost is the conferences and conventions that staffs attend throughout the year (\$10,000). The remaining budget amount under this category is for association dues (\$2,520) and other training (\$3,900).*

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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City of Takoma Park



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

Library

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- Library Division 184
- Computer Learning Center 187

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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>Library</i>	9.75	9.75	9.75
<i>Computer Learning Center</i>	1.38	1.38	1.38
<i>Department Total FTEs</i>	<i>11.13</i>	<i>11.13</i>	<i>11.13</i>

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Library Aid from County</i>	168,704	164,000	164,000	188,329
<i>Library Fines and Fees</i>	16,457	17,000	20,000	20,000
<i>Subtotal</i>	<i>185,161</i>	<i>181,000</i>	<i>184,000</i>	<i>208,329</i>
<i>General Fund</i>	1,085,577	1,191,720	1,226,730	1,125,741
<i>Department Total</i>	<i>1,270,738</i>	<i>1,372,720</i>	<i>1,410,730</i>	<i>1,334,070</i>

Department Summary

<i>Dept. Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	794,649	847,500	868,000	838,500
<i>Fringe Benefits</i>	286,558	310,300	333,000	312,500
<i>Overtime</i>	8,019	7,200	8,200	8,200
<i>Employee Recognition</i>	9,070	3,070	3,070	6,570
<i>Personnel Subtotal</i>	1,098,296	1,168,070	1,212,270	1,165,770
<i>Supplies</i>	118,878	131,950	130,100	106,200
<i>Computer Expenditures</i>	6,726	13,000	14,760	14,400
<i>Services and Charges</i>	28,212	37,600	31,500	30,200
<i>Communications</i>	6,257	7,100	7,100	7,000
<i>Office Expenditures</i>	2,334	3,500	3,500	4,000
<i>Conferences, Training, & Dues</i>	10,034	11,500	11,500	6,500
<i>Operating Expenditures Subtotal</i>	172,442	204,650	198,460	168,300
<i>Department Total</i>	1,270,738	1,372,720	1,410,730	1,334,070

<i>Dept. Expenditures by DIVISION</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Library</i>	1,173,612	1,271,030	1,304,880	1,230,320
<i>Computer Learning Center</i>	97,126	101,690	105,850	103,750
<i>Department Total</i>	1,270,738	1,372,720	1,410,730	1,334,070

Department Summary

Adopted to Estimated Actual FY19:

- *Departmental expenditures are expected to be \$38,010 higher than budget.*
- *The variance is attributable primarily to higher than anticipated personnel costs.*

FY20 Budget Highlights:

- *Departmental expenditures are \$38,650 lower – a decrease of 2.8 percent – compared to budgeted expenditures for FY19.*
- *Departmental FTEs do not increase.*
- *Approximately 87.4 percent of departmental expenditures are personnel related.*
- *Personnel costs decrease by \$2,300 compared to budgeted expenditures for FY19.*
- *Approximately eight 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 7.96 percent of the total Library department budget. This category includes print and digital books for adults and children (\$58,000 or 34 percent less than FY 19) digital reference materials (\$15,590 or 19.3 percent less than FY19). It formerly included media, which is not being purchased next year. It also includes print and digital periodical subscriptions (\$17,600) which increases by 4 percent, and office and computer supplies (\$11,000) which decrease 45 percent from FY 19. In the Computer Center, Supplies account for 0.3 percent of the total budget (\$ 3,460), and consist of office and computer supplies (now combined) which increases by \$460 from FY19.*
- *Computer inventory expenditures are \$14,400 – an increase of 10.8 percent over FY19. These expenditures are not budgeted separately in the Computer Center, as Computer Center computers are mainly provided through our 3-year contract with Useful Corp.*

Department Summary

- *Services and charges account for 2.3 percent of the department budget. They include contracts (\$15,000) for our Integrated Library System (\$7,800) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreases by 6.6 percent. Also included are expenses for programing and outreach (\$6,200), which decreases by 61 percent from FY19. A small amount for rebinding (\$2,000) is eliminated in FY20. At \$1,500, postage is unchanged from FY19. In the Computer Center, services and charges are budgeted at \$1,000 – representing 0.075 percent of the total budget. Expenditures include a \$200 contract for the print station in the Computer Center.*
- *Communications include charges for telephone (\$3,500) and cell phone (\$3,500). The communication account is deleted for the Computer Center, as expenditures are included with the Library division, thus eliminating \$600 that was budgeted in FY19.*
- *Office expenditures account for 0.3 percent, or \$4,000 of the total, \$500 more than in FY19. 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 include professional memberships (\$2,000), and conference attendance (\$4,500) which decreases by 43.5 percent from FY19. Expenditures are deleted from the Computer Center division as a separate account, eliminating a \$500 budgeted amount in FY19.*

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:

- *Undertake outreach measures in underserved parts of the City – to include issuing Library cards, checking out materials, conducting children's programs, demonstrating new digital resources, and providing personal assistance with computer updates.*
- *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 FY17	Actual FY18	Estimated FY19	Projected FY20
Circulation of materials	94,425	108,899	115,562	115,500
Circulation per capita	5.55	6.40	6.08	6.79
In-library use of materials	29,724	32,985	34,436	34,500
Use per capita	1.75	1.94	2.03	2.03
Program attendance	16,678	18,178	16,050	16,500
Programs	356	347	330	350

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</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 Shelves</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 FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Library</i>	1,173,612	1,271,030	1,304,880	1,230,320
<i>Division Total</i>	1,173,612	1,271,030	1,304,880	1,230,320

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	726,574	773,500	795,000	763,000
<i>Fringe Benefits</i>	260,908	288,500	307,000	290,000
<i>Overtime</i>	6,760	7,000	8,000	8,000
<i>Employee Recognition</i>	8,730	2,980	2,980	6,480
<i>Personnel Subtotal</i>	1,002,972	1,071,980	1,112,980	1,067,480
<i>Supplies</i>	118,221	130,950	129,100	102,740
<i>Computer Expenditures</i>	6,212	11,000	11,800	14,400
<i>Services and Charges</i>	27,582	36,600	30,500	29,200
<i>Communications</i>	6,257	6,500	6,500	7,000
<i>Office Expenditures</i>	2,334	3,000	3,000	3,000
<i>Conferences, Training, & Dues</i>	10,034	11,000	11,000	6,500
<i>Operating Expenditures Subtotal</i>	170,640	199,050	191,900	162,840
<i>Division Total</i>	1,173,612	1,271,030	1,304,880	1,230,320

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$33,850 more than budget.*
- *The variance is attributable primarily to increased expenditures for personnel.*

FY20 Budget Highlights:

- *Division expenditures are \$40,710 lower — a decrease of 3.2 percent — compared to budgeted expenditures for FY19.*
- *The variance is primarily attributable to decreases in personnel and operating costs.*
- *Division FTEs do not change.*
- *Approximately 87 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 \$162,840 or about 13.2 percent of division expenditures.*
- *Supplies account for 8.4 percent of the division budget. This category includes print and digital books for adults and children (\$58,000 or 34 percent less than FY19) digital reference materials (\$15,590 or 19.3% less than FY19). It formerly included media, which is not being purchased next year. It also includes print and digital periodical subscriptions (\$17,600) which increases by 4 percent, and office and computer supplies (\$11,000) which decrease 45 percent from FY19.*
- *Computer inventory expenditures are \$14,400 – an increase of 30.9 percent over FY19.*
- *Services and charges account for 2.4 percent of the division budget. They include contracts (\$15,000) for our ILS (\$7,800) and Cataloging and AV support (\$4,750), and small hosting service contracts. This account decreases by 6.6 percent. Also included are expenses for programing and outreach (\$6,200), which decrease by 61 percent from FY19. A small amount for rebinding (\$2,000) is eliminated in FY20. At \$1,500, postage is unchanged from FY19.*
- *Communications includes charges for telephone (\$3,500), and cell phone (\$3,500), which increases by 7.7 percent.*
- *Conferences, training, and dues include professional memberships (\$2,000), and conference attendance (\$4,500) which decreases by 40.9 percent from FY19.*

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:

- *Conduct workshops in underserved parts of the City on digital resources. Provide one-on-one assistance in updating older windows laptops, or setting up apps on phones or iPads.*

Performance/Workload Measures:

Measurement	Actual FY17	Actual FY18	Estimated FY19	Projected FY20
Number of Internet sessions (log-ons)	13,653	13,131	8,522	5,531
Hours Used	9,422	8,456	5,664	3,794

Computer Learning Center

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	0.75	1.13	1.00
<i>FTEs without benefits</i>	0.63	0.25	0.38
<i>Division Total</i>	1.38	1.38	1.38

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY18</i>	<i>Adopted FY118</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Computer Learning Center</i>	97,126	101,690	105,850	103,750
<i>Division Total</i>	97,126	101,690	105,850	103,750

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	68,076	74,000	73,000	75,500
<i>Fringe Benefits</i>	25,650	21,800	26,000	22,500
<i>Overtime</i>	1,259	200	200	200
<i>Employee Recognition</i>	340	90	90	90
<i>Personnel Subtotal</i>	95,325	96,090	99,290	98,290
<i>Supplies</i>	657	1,000	1,000	3,460
<i>Computer Expenditures</i>	514	2,000	2,960	-
<i>Services and Charges</i>	630	1,000	1,000	1,000
<i>Communications</i>	-	600	600	-
<i>Office Expenditures</i>	-	500	500	1,000
<i>Conferences, Training, & Dues</i>	-	500	500	-
<i>Operating Exp Subtotal</i>	1,801	5,600	6,560	5,460
<i>Division Total</i>	97,126	101,690	105,850	103,750

Adopted to Estimated Actual FY19:

- *Division expenditures are expected to be \$4,160 more than budget.*

FY20 Budget Highlights:

- *Division expenditures are \$2,060 higher – an increase of two percent – compared to budgeted expenditures for FY19.*
- *The variance is mainly attributable to increases in personnel costs.*
- *Division FTEs remain the same.*
- *Approximately 94.7 percent of division expenditures are personnel related.*
- *Supplies account for \$3,460 – or 3.3 percent of the division budget. Expenditures consist mainly of office and computer supplies.*
- *Services and charges and office expenditures are each budgeted at \$1,000. Services and charges includes a \$200 contract for the print station in the Computer Center.*

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City of Takoma Park



Walk to School Day

IN THIS SECTION:

- Non-Departmental Summary

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Non-Department 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 FY18	Estimated FY19	Proposed FY20
Number of auto liability insurance claims	20	15	15
Number of general liability insurance claims	4	5	5
Number of police liability insurance claims	5	3	3
Number of public official insurance claims	0	0	0
Number of property insurance claims	0	0	0
Number of worker's compensation insurance claims	25	23	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	118	120	140

Non-Department Summary

<i>Source of Funds</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>General Fund</i>	1,168,118	1,764,030	1,351,747	1,684,484
<i>Division Total</i>	1,168,118	1,764,030	1,351,747	1,684,484

<i>Division Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Other Fringe Benefits</i>	57,021	55,000	56,000	75,875
<i>Workers' Compensation Insurance</i>	544,350	595,000	595,000	595,000
<i>Personnel Subtotal</i>	601,371	650,000	651,000	670,875
<i>Supplies</i>	-	-	-	20,000
<i>Services and Charges</i>	121,614	151,700	131,061	149,700
<i>Office Expenditures</i>	15,413	372,205	264,823	141,579
<i>Conferences, Training, & Dues</i>	34,136	51,000	26,000	21,000
<i>Special Events & Programs</i>	448,094	649,200	454,200	645,000
<i>Operating Expenditures Subtotal</i>	619,257	1,224,105	876,084	977,279
<i>Division Total</i>	1,220,628	1,874,105	1,527,084	1,648,154

Non-Department Summary

Adopted to Estimated Actual FY19:

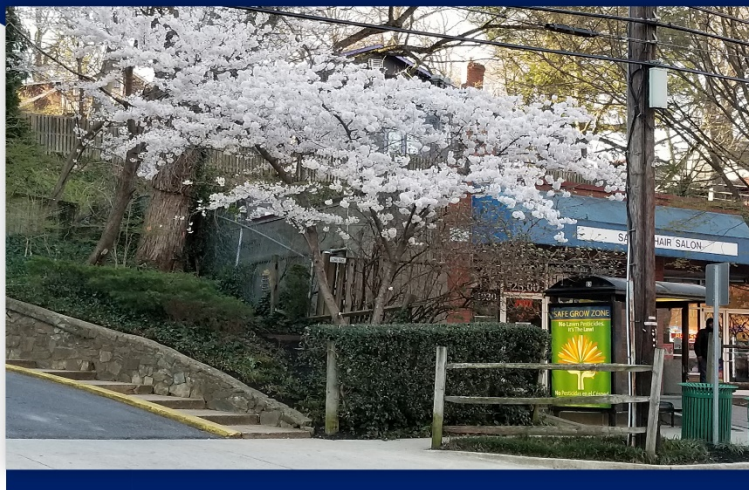
- *Expenditures are expected to be \$347,021 less than budget.*
- *The variance is attributable to the decrease in general motor vehicle insurance premiums (\$20,939), general contingency provision (\$124,682), and Housing Fund expenditures (\$180,000).*

FY20 Budget Highlights:

- *Expenditures are \$225,951 lower — a decrease of 12.1 percent — compared to budgeted expenditures for FY19.*
- *Approximately 40.7 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$595,000). None of these costs are directly related to FTEs.*
- *Supplies account for 1.2 percent of the total expenditure. The category includes defibrillator replacement (\$10,000) and other emergency supplies (\$10,000).*
- *Services and charges account for about nine percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$148,500).*
- *The conferences, training, and dues category includes employee training (\$6,000) and the City's tuition reimbursement program (\$15,000).*
- *Approximately 39.1 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 (\$152,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$129,851) 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 FY20 include the Takoma Park Independence Day Committee (\$25,000) and the Takoma Folk Festival (\$20,000). External entities will also benefit from the Community Grant Program (\$115,000) and Community Partnership Program (\$110,000). Contribution to the Housing Fund Reserve is expected to increase to \$210,000.*



City of Takoma Park



A Beautiful Spring Day in Takoma Park

Capital Outlay

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Capital Improvement Program

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Capital Improvement Program

Fiscal Years - 2020 - 2024

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 FY20. 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 FY20 vehicle replacements include four police cars, a dump truck, two pickup trucks, an Administrative pool car, and the large Recreation bus. Scheduled equipment replacements include a leaf box and leaf collection machine, a crackfilling machine, a riding mower, Mig welder and skid steer.

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 FY20 include phone system replacement, auditorium lighting, control room switcher, and council dais. The current phone system puts the City at risk for an extended outage and it does not provide staff with advanced calling capabilities. The auditorium stage lighting is due to be upgraded; lighting must also be refocused, replaced, and maintained regularly. The switch is a computer based system and needs to be upgraded and replaced regularly. The existing dais is approaching the end of its useful life. The proposed cost will cover design, construction, and assemblage of a new dais that will address safety issues for the Council.

Infrastructure improvements

Ongoing infrastructure improvements include funding for new sidewalk construction, sidewalk repairs for compliance with the Americans with Disabilities Act (half for city sidewalks and half along State highways) and street restoration totaling \$1.25 million. Additionally, the Flower Avenue Green Street project, which began in late FY19 will be completed with an anticipated expenditure in FY20 just under \$4,150,000. Funding is also included for bike improvements and bus shelter improvements. 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.

Park Development

There is no budget proposed for park development in FY20.

Facilities

The Library and the Police Department will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library will be completed in FY20, with construction anticipated to begin in FY21. Concept designs for a renovation of the Dispatch and Administrative area of the Police Department on the bottom floor of the Community Center were completed in FY19. The project includes expanding the workable office space by filling in the atrium between the first and second floors of the Community Center.

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller scale facility improvements. In FY20, the projects include replacement of three Air Handler Units on the second floor of the Community Center, creation of a storage space for the Housing and Community Development office, and refurbishment of the epoxy coat on the lower level parking area. Additionally, a reconfiguration of the IT and Cable space is planned to provide improvements in work space. The funding for that project will be split between the Facility Maintenance Reserve and the Cable Grant.

In FY20 funds in the Equipment Replacement Reserve are also intended to replace the overhead doors of the Mechanic Shop and Right of Way offices at Public Works.

Stormwater Management

In FY20, 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 first phase of the Takoma Branch Stream Restoration project which, when completed, will provide a significant pollution reduction for the City. The project design phase is expected to be completed in FY20 with construction scheduled for FY20 and FY21. Other projects include construction of bioretention facilities at Grant and Holly Avenue, and at the rear of the Parkview Apartments in the City right of way behind Sheridan Avenue. A project to address ongoing water drainage at Manor Circle and Carroll Avenue will also be completed.

Additional information about the Stormwater Management budget can be found on page 182.

Capital Improvement

A Look Back - FY 2018 through

EQUIPMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Police - Vehicles							
Police Cars	ERR	II	\$ 210,400	\$ 182,346	\$ 190,347	\$ 215,892	
Police Patrol Cars - (#278, 281, 282, 289) (\$44,848/car)	ERR	II					\$ 179,392
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					
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					
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 - Equipment							
Field Radio Equipment	SCF	III	\$ 50,000	\$ 42,646	\$ 59,000	\$ 109,417	\$ 25,000
Mobile Computers	SCF	III	\$ 14,900	\$ 5,975	\$ 15,000	\$ -	\$ 25,000
Camera Trailer	SCF	III			\$ 33,000	\$ -	\$ 33,000
In-car Camera Systems Replacement	SCF	III			\$ 84,000	\$ 82,469	
Refit of Property Room Storage Systems	SCF	IV	\$ 50,000	\$ 25,794	\$ 44,801	\$ 44,801	
Body Camera & Taser Replacement	ERR	II					
Public Works - Vehicle							
Dump Truck (#259)	ERR	II	\$ 137,975	\$ 137,975			\$ 80,000
Recycling Truck (#261)	ERR	II			\$ 249,663	\$ 228,907	
Trash Truck (#222)	ERR	II			\$ 247,582	\$ 228,908	
Pick Up Truck (#223)	ERR	III					\$ 35,100
Pick Up Truck (#241)	ERR	III					\$ 32,000
Admin Vehicle (#262)	ERR	III					
Pick Up Truck (#244)	ERR	III					
Pick Up Truck (#260)	SW	III					
Street Sweeper	ERR	III					
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR	II					

Programs

FY 2024 - A Look Forward

EQUIPMENT		Proposed FY20	FY21	FY22	FY 23	FY 24
Police - Vehicles						
Police Cars	ERR					
Police Patrol Cars - (#278, 281, 282, 289) (\$44,848/car)	ERR	\$ 179,392				
Police Patrol Cars - (#291, 287, 288) (\$51,734/car)	ERR		\$ 155,202			
Police Patrol Cars - (#293, 294, 295, 296) (\$50,416/car)	ERR			\$ 201,664		
Police SUVs - (#292, 300) (\$50,416/car)	ERR			\$ 100,832		
Police Patrol Cars - (#301, 302, 303, 304, 305, 306, 307) (\$45,898/car)	ERR				\$ 321,286	
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) (\$64,500/car)	ERR					\$ 451,500
Police Small Van (#313)	ERR					\$ 42,300
Police Transit Van (#315)	ERR					\$ 33,800
Police Truck (#322)	ERR					\$ 45,000
Police - Equipment						
Field Radio Equipment	SCF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mobile Computers	SCF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Camera Trailer	SCF	\$ 33,000				
In-car Camera Systems Replacement	SCF					
Refit of Property Room Storage Systems	SCF					
Body Camera & Taser Replacement	ERR		\$ 34,778			
Public Works - Vehicle						
Dump Truck (#259)	ERR	\$ 80,000				
Recycling Truck (#261)	ERR					
Trash Truck (#222)	ERR					
Pick Up Truck (#223)	ERR	\$ 35,100				
Pick Up Truck (#241)	ERR	\$ 32,000				
Admin Vehicle (#262)	ERR		\$ 32,591			
Pick Up Truck (#244)	ERR		\$ 33,525			
Pick Up Truck (#260)	SW			\$ 45,489		
Street Sweeper	ERR			\$ 256,083		
Trash Truck Replacement (#271 & 272) (\$315,000/truck)	ERR					\$ 630,000

Capital Improvement

A Look Back - FY 2018 through

EQUIPMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Public Works - Equipment							
Backhoe (replaces Tractor and backhoe attachment)	ERR	III	\$ 49,409	\$ 100,615			
HVAC Management System	ERR	III	\$ 58,950	\$ 42,500			
Leaf Box (1 of 7)	ERR	III	\$ 10,752	\$ -	\$ 5,376	\$ 5,376	\$ 5,376
Leaf Collection Vacuums	ERR	III	\$ 29,000	\$ 31,830			\$ 30,000
Mechanic Tool Box 1 & 2	ERR	III	\$ 6,500	\$ -			\$ 6,600
Truck Scale							
General Fund	GF	III	\$ 5,000	\$ 4,995			
Stormwater Fund	SW	III	\$ 5,000	\$ 4,995			
Crackfilling Machine	ERR	III					\$ 45,000
Miller Mig Welder	ERR	III					\$ 9,772
Riding Mower	ERR	III					\$ 13,200
Skidsteer	ERR	III					\$ 29,000
Truck Tire Changer	ERR	III					
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
Recreation Bus (SAB)(#268)	ERR	II					
Recreation - Equipment							
Pool Table	ERR	IV	\$ 5,500	\$ 5,487			
Scoreboard	ERR	IV	\$ 8,930	\$ 8,636			
Treadmills	ERR	III			\$ 6,330	\$ 6,299	
Active Arcade Game – Game Room	GF	IV					
Departmental - Vehicle							
Admin Pool Car (#243)	ERR	III					\$ 36,000
SUBTOTAL - EQUIPMENT			\$ 642,316	\$ 593,794	\$ 935,099	\$ 922,069	\$ 662,576

Programs

FY 2024 - A Look Forward

EQUIPMENT		Proposed FY20	FY21	FY22	FY 23	FY 24
Public Works - Equipment						
Backhoe (replaces Tractor and backhoe attachment)	ERR					
HVAC Management System	ERR					
Leaf Box (1 of 7)	ERR	\$ 5,376	\$ 5,376	\$ 5,376		
Leaf Collection Vacuums	ERR	\$ 30,000	\$ 30,000	\$ 30,000		
Mechanic Tool Box 1 & 2	ERR	\$ 6,600				
Truck Scale						
General Fund	GF					
Stormwater Fund	SW					
Crackfilling Machine	ERR	\$ 45,000				
Miller Mig Welder	ERR	\$ 9,772				
Riding Mower	ERR	\$ 13,200				
Skidsteer	ERR	\$ 29,000				
Truck Tire Changer	ERR		\$ 17,326			
Loader	ERR			\$ 200,038		
Roll-Off Trailer	ERR			\$ 83,373		
Vehicle Lift 2	ERR			\$ 11,000		
Aerial Lift	ERR				\$ 48,439	
Hook Lift Trailer	ERR				\$ 85,861	
Transmission Fuel Exchanger	ERR				\$ 6,706	
Vehicle Lift 1	ERR				\$ 14,065	
Asphalt Miller/Pave	ERR					\$ 149,705
Vehicle Bay Exhaust System	ERR					\$ 41,000
Recreation - Vehicle						
Recreation Bus Large(#242)	ERR	\$ 78,136				
Recreation Bus (SAB)(#268)	ERR			\$ 62,733		
Recreation - Equipment						
Pool Table	ERR					
Scoreboard	ERR					
Treadmills	ERR		\$ 6,100			\$ 7,338
Active Arcade Game – Game Room	GF			\$ 15,000		
Departmental - Vehicle						
Admin Pool Car (#243)	ERR	\$ 36,000				
SUBTOTAL - EQUIPMENT		\$ 662,576	\$ 364,898	\$ 1,061,588	\$ 526,357	\$ 1,527,643

Capital Improvement

A Look Back - FY 2018 through

INFORMATION & COMMUNICATION TECHNOLOGY		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Information Technology							
Closed Circuit TV & Video Surveillance for Community Center	ERR	II			\$ 40,000	\$ 40,000	
Servers A & B	ERR	II	\$ 84,000	\$ 77,037			
Adobe Cloud	SRF	II		\$ 23,550			
Microsoft Office 2016 Licenses	GF	II			\$ 30,000	\$ 30,000	
Next Generation Firewall	GF	I			\$ 85,000	\$ 85,000	
Surveillance for PW/REC/Heffner	GF	II			\$ 23,000	\$ 23,000	
Upgrade Network Switches	GF	I			\$ 75,000	\$ 75,000	
Phone System Replacement	ERR	I					\$ 25,000
Millennium Door Security & ID Software	ERR	II					
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	\$ 17,500	
Auditorium PA System	SRF	III	\$ 90,000	\$ 16,036			
Videography Small Camera Packages	SRF	III	\$ 25,000	\$ 18,569			
Auditorium Digital Video & Touch Panel System	SRF	II			\$ 200,000	\$ 200,000	
Auditorium Lighting	SRF	I					\$ 20,500
Control Room Switcher	SRF	I					\$ 15,000
Council Dais	SRF	II					\$ 25,000
Auditorium Camera System	SRF	III					
Cable TV 13 Editing & Playback Servers	SRF	III					
Media Lab Equipment	SRF	III					
Library							
Useful Hardware, Software, & Support	ERR	I	\$ 28,802	\$ 28,024			
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY			\$ 227,802	\$ 135,192	\$ 478,000	\$ 470,500	\$ 85,500
STREETS AND SIDEWALKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
ADA Sidewalk Retrofit - Total FY20 Cost \$500,000							
City Sidewalks	GF	II	\$ 300,000	\$ 397,244	\$ 109,000	\$ 109,000	\$ 250,000
CDBG	SRF	II			\$ 91,000	\$ -	
SHA Sidewalks	GF	II	\$ 100,000	\$ -	\$ 200,000	\$ 200,000	\$ 250,000
Bike Improvements	GF	III			\$ 10,000	\$ 10,000	\$ 25,000

Programs

FY 2024 - A Look Forward

INFORMATION & COMMUNICATION TECHNOLOGY		Proposed FY20	FY21	FY22	FY 23	FY 24
Information Technology						
Closed Circuit TV & Video Surveillance for Community Center	ERR			\$ 45,212		
Servers A & B	ERR			\$ 74,194		
Adobe Cloud	SRF					
Microsoft Office 2016 Licenses	GF					
Next Generation Firewall	GF					
Surveillance for PW/REC/Heffner	GF			\$ 40,575		
Upgrade Network Switches	GF		\$ 28,500			
Phone System Replacement	ERR	\$ 25,000				
Millennium Door Security & ID Software	ERR			\$ 34,778		
Public Works						
Fuel Dispensing Software & Equipment	ERR		\$ 35,000			
Recreation						
Rec Programming Software - ActiveNetwork	ERR					\$ 51,069
Administration/Communications (City TV)						
Digital Signage	SRF					
Videography Small Camera Packages	SRF					
Auditorium Digital Video & Touch Panel System	SRF					
Auditorium Lighting	SRF	\$ 20,500				
Control Room Switcher	SRF	\$ 15,000				
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						
Userful Hardware, Software, & Support	ERR		\$ 45,600			
SUBTOTAL – INFORMATION & COMMUNICATION TECHNOLOGY		\$ 85,500	\$ 331,267	\$ 194,759	\$ -	\$ 51,069
STREETS AND SIDEWALKS		Proposed FY20	FY21	FY22	FY 23	FY 24
City Sidewalks	GF	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
CDBG	SRF					
SHA Sidewalks	GF	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Bike Improvements	GF	\$ 25,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000

Capital Improvement

A Look Back - FY 2018 through

STREETS AND SIDEWALKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Bus Shelter Improvements	GF	III			\$ 15,000	\$ 5,000	\$ 15,000
Decorative Street Light	ERR	II			\$ 50,000	\$ 50,000	
Ethan Allen Gateway Streetscape							
City Fund	Bond	II	\$ 562,411	\$ 199,091	\$ 562,412	\$ 925,732	
City Match	GF	II			\$ 363,320	\$ -	
MD Bikeway	SRF	II			\$ 66,000	\$ 67,218	
TAP	SRF	II	\$ 627,750	\$ 604,866	\$ 650,634	\$ 650,634	
Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181							
City Fund	Bond	II					\$ 1,000,000
City Match	GF	II			\$ 246,185	\$ 246,185	\$ 164,975
Montgomery County	SRF	II					\$ 200,000
National Fish & Wildlife Federation Grant	SW	II	\$ 113,750	\$ -	\$ 168,750	\$ 168,750	
SHA	GF	II	\$ 140,779	\$ 62,887	\$ 34,200	\$ 34,200	\$ 23,405
TAP	SRF	II			\$ 312,099	\$ 112,099	\$ 728,231
WSSC	SRF	II	\$ 100,000	\$ 551	\$ 1,182,813	\$ 1,182,813	\$ 1,774,220
CDBG	SRF	II	\$ 77,350	\$ -			\$ 259,350
Lincoln Ave Project SRTS	SRF	I	\$ 738,300	\$ 1,606	\$ 579,018	\$ 579,018	
Neighborhood Commercial Center Improvements	GF	III					\$ 100,000
New Sidewalk Design/Construction & Traffic Calming	GF	II	\$ 500,000	\$ 78,715	\$ 800,000	\$ 800,000	\$ 250,000
Public Art	GF	IV	\$ 27,300	\$ 6,600	\$ 43,000	\$ 10,000	\$ 45,000
Street Light Upgrade	GF	III	\$ 70,000	\$ 2,995	\$ 20,000	\$ -	\$ 20,000
Street Rehabilitation	GF	II	\$ 300,000	\$ 297,937	\$ 300,000	\$ 300,000	\$ 500,000
Takoma Junction Area Traffic Study	GF	II	\$ 45,500	\$ 38,454	\$ 200,000	\$ 565	
New Hampshire Ave Bikeway Design - Total FY20 Cost \$235,000							
City Fund	GF	II			\$ 60,000	\$ 15,000	\$ 45,000
Grant	SRF	II			\$ 240,000	\$ 50,000	\$ 190,000
Public Land Management Plan Implementation	GF	IV			\$ 25,000	\$ -	\$ 25,000
Takoma Park Economic Development Project							
City Fund	GF	III					
Housing Fund Reserve Expenditures	SRF	III					
SUBTOTAL – STREET AND SIDEWALKS			\$ 3,703,140	\$ 1,690,946	\$ 6,148,431	\$ 5,516,214	\$ 5,864,821

Programs

FY 2024 - A Look Forward

STREETS AND SIDEWALKS		Proposed FY20	FY21	FY22	FY 23	FY 24
Bus Shelter Improvements	GF	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 25,000
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 FY20 Cost \$4,150,181						
City Fund	Bond	\$ 1,000,000				
City Match	GF	\$ 164,975				
Montgomery County	SRF	\$ 200,000				
National Fish & Wildlife Federation Grant	SW					
SHA	GF	\$ 23,405				
TAP	SRF	\$ 728,231				
WSSC	SRF	\$ 1,774,220				
CDBG	SRF	\$ 259,350				
Lincoln Ave Project SRTS	SRF					
Neighborhood Commercial Center Improvements	GF	\$ 100,000		\$ 150,000		\$ 175,000
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Public Art	GF	\$ 45,000	\$ 50,000	\$ 55,000	\$ 60,000	\$ 60,000
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 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 - Total FY20 Cost \$235,000						
City Fund	GF	\$ 45,000				
Grant	SRF	\$ 190,000				
Public Land Management Plan Implementation	GF	\$ 25,000	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
Takoma Park Economic Development Project						
City Fund	GF		\$ 175,000	\$ 175,000		
Housing Fund Reserve Expenditures	SRF		\$ 500,000			
SUBTOTAL – STREET AND SIDEWALKS		\$ 5,864,821	\$ 2,605,000	\$ 2,265,000	\$ 1,955,000	\$ 2,135,000

Capital Improvement

A Look Back - FY 2018 through

PARKS		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Sligo Mill Overlook Construction	SRF	II	\$ 125,000	\$ 178,779			
Spring Park Improvements - Bog Bridge	GF	III	\$ 16,000	\$ 16,000			
Spring Park Improvements - Pathways & Erosion	GF	III	\$ 60,000	\$ 58,850			
Dorothy Woods	GF	I			\$ 250,000	\$ 250,000	
Spring Park Improvements – Basketball Court	GF	III			\$ 27,000	\$ 27,000	
SUBTOTAL - PARKS			\$ 254,800	\$ 253,629	\$ 277,000	\$ 277,000	\$ -
FACILITIES		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Community Center							
Floor Replacement for Azalea Room	FMR	IV	\$ 15,000	\$ -	\$ 15,000	\$ 8,226	
IT Room Renovation	SRF	I	\$ 151,320	\$ 159,070			
HCD Furniture & Renovation	GF	IV		\$ 34,388			
Office Renovations for HR & HCD	SRF	III	\$ 85,000	\$ 32,063			
Police Office Renovation	SCF	II	\$ 50,000	\$ 25,795	\$ 31,095	\$ 23,131	
Police Space Design	GF	II	\$ 140,000	\$ 4,000			
Replace Roof Top Unit #9 & #12 - Game Room	FMR	III	\$ 20,000	\$ 30,199			
Staff Lounge Improvements	FMR	IV	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	
Third Floor Bathroom Sink Retrofit	FMR	IV	\$ 10,000	\$ -			
Third Floor Carpet Replacement	FMR	III	\$ 15,500	\$ 15,936			
Third Floor Painting	FMR	III	\$ 8,000	\$ 3,915			
Epoxy Coat Walkway and LL Parking area	FMR	III	\$ 80,000	\$ 71,928			\$ 10,000
Atrium Floor Construction with Police Space Renovation	FMR	II			\$ 427,139	\$ 427,000	
Chiller Water Pump	ERR	III			\$ 6,000	\$ 6,000	
HVAC Control System	ERR	III			\$ 41,450	\$ 41,450	
HCD Office Renovation	FMR	IV			\$ 10,000	\$ 10,000	
HR Lactation Station	GF	IV	\$ 18,000	\$ -	\$ 18,000	\$ -	
HR Furniture Installation	GF	IV	\$ 23,500	\$ 20,458	\$ 11,771	\$ -	
Install Duct Heater in Auditorium	FMR	IV			\$ 10,000	\$ 10,000	
Pedestrian Bridge Refurbishment	FMR	II			\$ 30,000	\$ 30,000	
Replace Carpet – Third Floor & Hydrangea Room	FMR	III			\$ 15,000	\$ 12,800	
Replace Council Conference Room Floor	FMR	III			\$ 8,000	\$ 7,738	
Replace Windows – Teen Room & Dance Room	FMR	II			\$ 20,000	\$ 19,922	
Rear Elevator Upgrade	ERR	II			\$ 216,733	\$ 216,733	
Air Handler Replacement #5, 6, & 8 - Community Center 2nd Floor	FMR	I					\$ 50,000
Commemorative Plaques and Signage	GF	III					\$ 12,000
HCD Storage Project	FMR	IV					\$ 10,000

Programs

FY 2024 - A Look Forward

PARKS		Proposed FY20	FY21	FY22	FY 23	FY 24
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 FY20	FY21	FY22	FY 23	FY 24
Community Center						
Floor Replacement for Azalea Room	FMR					
IT Room Renovation	SRF					
HCD Furniture & Renovation	GF					
Office Renovations for HR & HCD	SRF					
Police Office Renovation	SCF					
Police Space Design	GF					
Replace Roof Top Unit #9 & #12 - Game Room	FMR					
Staff Lounge Improvements	FMR					
Third Floor Bathroom Sink Retrofit	FMR					
Third Floor Carpet Replacement	FMR					
Third Floor Painting	FMR					
Epoxy Coat Walkway and LL Parking area	FMR	\$ 10,000				
Atrium Floor Construction with Police Space Renovation	FMR					
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	\$ 50,000				
Commemorative Plaques and Signage	GF	\$ 12,000				
HCD Storage Project	FMR	\$ 10,000				

Capital Improvement

A Look Back - FY 2018 through

FACILITIES		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Lobby Doors	FMR	IV					
Third Floor Renovation (IT and Cable) – Total FY20 Cost \$250,000							
City Fund	FMR	III					\$ 125,000
Cable Grant	SRF	II					\$ 125,000
Police Department Construction	GF	II					
Heffner Community Center							
Floor and Kitchen Renovation	FMR	III	\$ 14,000	\$ 5,267			
Install Exterior Foyer	GF	IV			\$ 8,000	\$ 8,000	
Library							
Library Detail Design, Relocation, & Construction – Total FY20 Cost \$800,000							
City Fund	Bond	II	\$ 1,100,000	\$ 50,283	\$ 375,000	\$ 43,054	\$ 800,000
State Grant	SRF	II			\$ 150,000	\$ 150,000	
City Fund	GF	II	\$ 390,000				
Public Works							
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	III					\$ 34,319
SUBTOTAL - FACILITIES			\$ 2,125,320	\$ 453,302	\$ 1,398,188	\$ 1,019,054	\$ 1,166,319
STORMWATER MANAGEMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
Devonshire & Glazewood Bio Retention Facility	SW	III	\$ 40,000	\$ -	\$ 40,000	\$ 70,000	
Grant Ave and Holly Ave Bio Retention Facility	SW	III	\$ 30,000	\$ -			\$ 30,000
Kennewick & Kirklyn Repair Redesign	SW	III	\$ 56,000	\$ 75,962			
Takoma Branch Stream Restoration Design	SW	III	\$ 100,000	\$ 46,325	\$ 102,456	\$ 65,000	
Tulip Avenue Phase 2	SW	III	\$ 65,600	\$ 71,426			
Colby Avenue Permeable Pavement	SW	III	\$ 30,000	\$ 74,210			
Greenwood Ave Inlet and Pipe	SW	III			\$ 30,000	\$ 55,000	
Larch and Lincoln Bio Retention Facility	SW	III			\$ 70,000	\$ 70,000	
Manor Circle and Carroll Avenue Inlet & Pipe	SW	III					\$ 35,000
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	III					\$ 55,000
Takoma Branch Stream Restoration - Construction	SW	III					\$ 110,000
Sligo Mill Dead End Erosion Control	SW	III					
13th and Hillwood Manor Playground	SW	III					
Cockerville Ave Pipe Realignment	SW	III					
Glenside Dr and Carroll Ave	SW	III					

Programs

FY 2024 - A Look Forward

FACILITIES		Proposed FY20	FY21	FY22	FY 23	FY 24
Lobby Doors	FMR		\$ 11,000			
Third Floor Renovation (IT and Cable)						
City Fund	FMR	\$ 125,000				
Cable Grant	SRF	\$ 125,000				
Police Department Construction	GF				\$ 1,250,000	\$ 1,250,000
Heffner Community Center						
Floor and Kitchen Renovation	FMR					
Install Exterior Foyer	GF					
Library						
Library Detail Design, Relocation, & Construction – Total FY20 Cost \$800,000						
City Fund	Bond	\$ 800,000	\$ 4,000,000	\$ 2,100,000		
State Grant	SRF					
City Fund	GF			\$ 400,000		
Public Works						
Replacement of Overhead Doors Mechanic Shop & ROW	ERR	\$ 34,319				
SUBTOTAL - FACILITIES		\$ 1,166,319	\$ 4,011,000	\$ 2,500,000	\$ 1,250,000	\$ 1,250,000
STORMWATER MANAGEMENT		Proposed FY20	FY21	FY22	FY 23	FY 24
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					
Tulip Avenue Phase 2	SW					
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	\$ 35,000				
Parkview Towers Bioretention Facility (Lincoln & Hancock Ave)	SW	\$ 55,000				
Takoma Branch Stream Restoration - Construction	SW	\$ 110,000	\$ 150,000			
Sligo Mill Dead End Erosion Control	SW		\$ 50,000			
13th and Hillwood Manor Playground	SW			\$ 55,000		
Cockerville Ave Pipe Realignment	SW			\$ 45,000		
Glenside Dr and Carroll Ave	SW			\$ 40,000		

Capital Improvement

A Look Back - FY 2018 through

STORMWATER MANAGEMENT		FY20 Priority	Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
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 - FACILITIES			\$ 326,600	\$ 267,923	\$ 242,456	\$ 260,000	\$ 230,000

		Adopted FY18	Actual FY18	Adopted FY19	Estimated FY19	Proposed FY20
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 680,218	\$ 622,440	\$ 1,128,481	\$ 1,114,565	\$ 613,895
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 167,500	\$ 127,245	\$ 548,139	\$ 538,686	\$ 195,000
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 3,285,579	\$ 1,113,797	\$ 2,690,476	\$ 2,144,950	\$ 1,750,020
CIP Total – Items funded by General Fund – Bond	Bond	\$ 712,411	\$ 249,374	\$ 937,412	\$ 968,786	\$ 1,800,000
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 114,900	\$ 74,416	\$ 266,896	\$ 259,818	\$ 83,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 2,044,720	\$ 1,333,720	\$ 3,496,564	\$ 3,009,282	\$ 3,337,301
CIP Total Stormwater Fund	SW	\$ 410,350	\$ 272,918	\$ 411,206	\$ 428,750	\$ 230,000
CIP GRAND TOTAL		\$ 7,415,678	\$ 3,7939,910	\$ 9,479,173	\$ 8,464,837	\$ 8,009,216

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

Programs

FY 2024 - A Look Forward

STORMWATER MANAGEMENT		Proposed FY20	FY21	FY22	FY 23	FY 24
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		\$ 230,000	\$ 200,000	\$ 185,000	\$ 195,000	\$ 190,000

		Proposed FY20	FY21	FY22	FY 23	FY 24
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 613,895	\$ 423,998	\$ 1,165,772	\$ 476,357	\$ 1,528,712
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ 195,000	\$ 11,000	\$ -	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 1,750,020	\$ 2,605,000	\$ 2,705,575	\$ 3,205,000	\$ 3,385,000
CIP Total – Items funded by General Fund – Bond	Bond	\$ 1,800,000	\$ 4,000,000	\$ 2,100,000	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 83,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 3,337,301	\$ 222,167	\$ -	\$ -	\$ -
CIP Total Stormwater Fund	SW	\$ 230,000	\$ 200,000	\$ 185,000	\$ 195,000	\$ 190,000
CIP GRAND TOTAL		\$ 8,009,216	\$ 7,512,165	\$ 6,206,347	\$ 3,926,357	\$ 5,153,712

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

IN THIS SECTION:

- Debt Service Summary 214

Overview:

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

Community Center Bond 2015 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	151,500	31,220	182,720
2021	156,500	26,675	183,175
2022	161,000	21,980	182,980
2023	166,000	17,150	183,150
2024 – 2025	<u>347,000</u>	<u>19,210</u>	<u>366,210</u>
Total	<u>\$ 982,000</u>	<u>\$ 116,235</u>	<u>\$ 1,098,235</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 final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of July 1, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	<u>170,000</u>	<u>5,049</u>	<u>175,049</u>
Total	<u>\$ 170,000</u>	<u>\$ 5,049</u>	<u>\$ 175,049</u>

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

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, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	119,500	46,894	166,394
2021	122,000	44,444	166,444
2022	124,500	41,943	166,443
2023	127,000	39,391	166,391
2024	129,500	36,787	166,287
2025	132,000	34,133	166,133
2026-2032	<u>1,032,000</u>	<u>131,822</u>	<u>1,163,822</u>
Total	<u>\$ 1,786,500</u>	<u>\$ 375,414</u>	<u>\$ 2,161,914</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, 2019 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	158,000	229,488	387,488
2021	163,500	226,249	389,749
2022	166,500	222,898	389,398
2023	169,000	219,484	388,484
2024	173,500	216,020	389,520
2025	175,500	212,463	387,963
2026-2047	<u>5,707,000</u>	<u>2,844,819</u>	<u>8,551,819</u>
Total	<u>\$ 6,713,000</u>	<u>\$ 4,171,421</u>	<u>\$10,884,421</u>

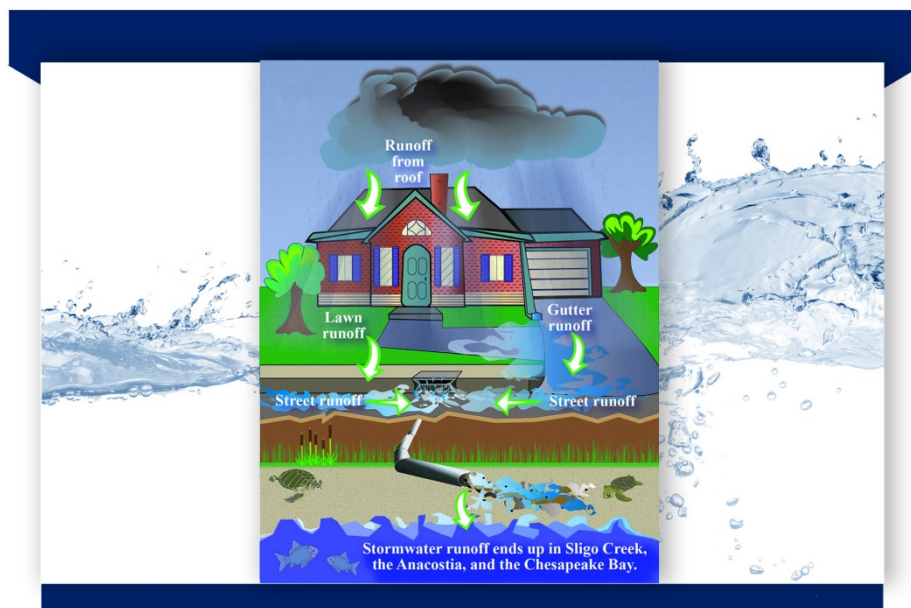
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City of Takoma Park

Stormwater Management Funds



Stormwater Management

IN THIS SECTION:

- 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 run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

All property owners in the City pay a fee that is based on the amount of impervious surface on their property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For 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 defect, 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 FY17	Actual FY18	Estimated FY19	Projected FY20
Number of stormwater permits issued	3	6	3	4
Number of stormwater concept plans reviewed	4	5	3	3
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	6,211	4,853	9,000	9,000
Linear feet of pipe cleaned	4,526	2,092	3,000	3,000
Linear feet of pipe replaced	0	50	150	100
Linear feet of new pipe	598	637	640	400
Number of inlets repaired	0	3	5	5
Number of new inlets constructed	3	7	6	18
Square feet of infiltration facilities constructed	1,968	1,484	3,650	2,741

Stormwater Management Fund Summary

<i>Staffing Summary by Position Type (FTEs)</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>FTEs with benefits</i>	1.15	1.15	1.15
<i>FTEs without benefits</i>	-	-	-
<i>Fund Total</i>	1.15	1.15	1.15

<i>Position Title</i>	<i>Adopted FY19</i>	<i>Proposed FY20</i>
<i>City Engineer</i>	0.50	0.50
<i>Special Projects Coordinator</i>	0.40	0.40
<i>Construction Manager</i>	0.25	0.25
<i>Fund Total FTEs</i>	1.15	1.15

<i>Fund Revenues</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Stormwater Management</i>	730,104	713,000	714,000	713,000
<i>National Fish & Wildlife</i>	-	168,750	168,750	-
<i>Fund Total</i>	730,104	881,750	882,750	713,000

<i>Fund Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Stormwater Management</i>	722,376	758,956	752,313	742,313
<i>National Fish & Wildlife</i>	-	168,750	168,750	-
<i>Fund Total</i>	722,376	927,706	921,063	742,313

<i>Fund Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	97,561	102,500	102,500	104,000
<i>Fringe Benefits</i>	39,549	44,500	33,113	44,813
<i>Overtime</i>	895	500	200	500
<i>Workers Compensation</i>	2,915	3,500	3,500	3,000
<i>Personnel Subtotal</i>	140,920	151,000	139,313	152,313
<i>Supplies</i>	153,963	154,000	151,000	158,000
<i>Services and Charges</i>	154,576	211,500	202,000	202,000
<i>Capital Outlay</i>	272,918	411,206	428,750	230,000
<i>Operating Expenditures Subtotal</i>	581,457	776,706	781,750	590,000
<i>Fund Total</i>	722,376	927,706	921,063	742,313

Stormwater Management Fund Summary

Adopted to Estimated Actual FY19:

- *Expenditures are expected to be \$6,643 lower than budgeted.*
- *The variance is due to a reduction in personnel costs.*

FY20 Budget Highlights:

- *Fund expenditures are \$185,393 lower — a decrease of 20 percent — compared to budgeted expenditures for FY19.*
- *The budgetary decrease is due to a reduction in Capital Outlay associated with the Flower Avenue Green Street project. The budget in FY19 reflected a grant allocation from the National Fish and Wildlife Federation which was expended in FY19. The overall budget amount for FY20 is in keeping with prior years' budget.*
- *Approximately 20.5 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of the Construction Manager.*
- *Supplies represent 21.3 percent of fund expenditures. Included are repairs for existing systems located on Albany Avenue, Garland Avenue and the Brashears Run outfall below Maple Avenue.*
- *Services and charges represent about 27.2 percent of expenditures and include illicit discharge monitoring, video inspection of a portion of the stormdrain system, pipe and inlet cleaning, water quality testing, contractual maintenance of the bioretention facilities and specialized engineering design services.*
- *Capital expenditures total 31 percent of fund expenditures projects include the repair of the outfall and first phase of stream restoration at Takoma Branch, construction of bioretention facilities at Grant and Holly Avenues and behind Parkview Towers Apartment facility on the city right of way of Hancock Avenue and installation of stormwater infrastructure at Manor Circle and Carroll Avenue.*



City of Takoma Park



TKPK5K

IN THIS SECTION:

- Project Descriptions

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Project Descriptions

General Government

Cable Equipment Grants

\$221,800

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 follow:

\$125,000 for the renovation of IT and Cable department in the Community Center.

\$60,500 for a new council dais, control room switch, and auditorium lighting.

\$8,000 for equipment for auditorium and remote productions.

\$1,000 for a projection screen for the media lab.

Housing and Community Development

TKPK 5K Challenge

\$45,000

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

Public Works

Flower Avenue Green Street Improvements

\$2,702,451

The Flower Avenue Green Street project is expected to begin construction in FY19 and continue through FY20. The total budget for the multiyear design and construction is estimated to be \$7,020,720. Over 71 percent of the funds estimated to be expended in FY20 come from the following Special Revenue Fund sources:

\$728,231 from the Transportation Alternatives Program (TAP) grant

\$200,000 from Montgomery County

\$1,774,220 from the Washington Suburban Sanitary Commission to reimburse the City for the portion of the project that will replace the water main as well as 50% of the mobilization, maintenance of traffic, and restoration costs for sidewalk impacted by the water house connections.

CDBG – ADA Sidewalks **\$259,350**

Construction of eligible streetscape and ADA improvements in established low and moderate income neighborhoods. Funding provided by the U.S. Department of Housing and Urban Development’s (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY42). These funds will be used on the Flower Avenue Green Street project.

Safe Routes to School **\$12,470**

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 include 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 State of Maryland partially funds the program.

Maryland Bikeways Grant – New Hampshire Avenue Bikeway **\$190,000**

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

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City of Takoma Park

Speed Camera Fund



Sligo Creek

IN THIS SECTION:

- Fund Summary 228

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 FY18</i>	<i>Adopted FY19</i>	<i>Proposed FY20</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 FY19</i>	<i>Proposed FY20</i>
<i>Police Sergeant</i>	1.00	1.00
<i>Police Officer</i>	1.00	1.00
<i>Photo Enforcement Analyst</i>	1.00	1.00
<i>Fund Total FTEs</i>	3.00	3.00

Speed Camera Fund Summary

<i>Fund Revenues</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Speed Camera Fund</i>	1,244,993	1,316,600	1,278,000	1,278,000
<i>Fund Total</i>	1,244,993	1,316,600	1,278,000	1,278,000

<i>Fund Expenditures</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Speed Camera Fund</i>	1,188,767	1,385,614	1,311,576	1,169,518
<i>Fund Total</i>	1,188,767	1,385,614	1,311,576	1,169,518

<i>Fund Expenditures by TYPE</i>	<i>Actual FY18</i>	<i>Adopted FY19</i>	<i>Estimated FY19</i>	<i>Proposed FY20</i>
<i>Wages</i>	214,973	225,000	195,000	215,000
<i>Fringe Benefits</i>	146,547	147,500	126,000	137,000
<i>Workers Compensation</i>	22,623	30,000	30,000	30,000
<i>Overtime</i>	37,618	35,000	20,000	25,000
<i>Clothing Allowance</i>	3,980	4,200	3,740	4,500
<i>Employee Recognition</i>	2,590	2,090	2,090	90
<i>Personnel Subtotal</i>	428,331	443,790	376,830	411,590
<i>Supplies</i>	-	500	500	500
<i>Services and Charges</i>	662,934	666,428	666,428	666,428
<i>Safety Projects</i>	23,087	8,000	8,000	8,000
<i>Capital Outlay</i>	74,415	266,896	259,818	83,000
<i>Operating Expenditures Subtotal</i>	760,436	941,824	934,746	757,928
<i>Fund Total</i>	1,188,767	1,385,614	1,311,576	1,169,518

Speed Camera Fund Summary

Adopted to Estimated Actual FY19:

- *Fund expenditures are expected to be \$74,038 less than expected.*
- *This variance is attributable to a reduction in employee costs due to a retirement.*

FY20 Budget Highlights:

- *Fund expenditures are \$216,096 – a decrease of 15.6 percent – compared to budgeted expenditures for FY19.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 35.2 percent of fund expenditures and are expected to decrease by approximately 7.3 percent.*
- *Services and charges represent about 57 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 0.7% of fund expenditures. This is for the purchase of night vision equipment (\$8,000).*
- *Capital Outlay expenditures are budgeted at \$83,000 and represent approximately 7.1 percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including replacement of Mobile Computers (\$25,000), portable radios (\$25,000), and the purchase of a portable camera trailer (\$33,000).*