



City of Takoma Park

Planning For A NEW DAY

Fiscal Year 2022 Adopted Budget July 1, 2021 - June 30, 2022



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City of Takoma Park

Introduction to the Budget Document



Welcome to the City of Takoma Park

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Jamal T. Fox, City Manager

Planning for a New Day

Honorable Mayor, Members of City Council and Residents,

I am pleased to provide you with a copy of the Fiscal Year 2022 Annual Adopted Budget for the City of Takoma Park which began on July 1, 2021. Prior City Manager Suzanne Ludlow presented the Preliminary Fiscal Year 2022 budget to the City Council on April 6, 2021. These financial documents are available for public review electronically through our website. City Council held several budget work sessions and public hearings before the first and second readings adopting the Fiscal Year 2022 budget on May 20, 2021, totaling \$36,432,396.

The overall property tax rate of 53.97 cents for Fiscal Year 2022 is unchanged from the previous fiscal year. The City Council prioritized avoiding a tax rate increase as our residents continue to face the impact of COVID-19. This document was prepared by the City's Finance Department with guidance from the City Manager's Office including support from all city departments, and represents a comprehensive publication of the City's budget plans and policies for the upcoming year.

The City's annual adopted budget addresses multiple Council priorities and organizational financial needs, and determines the manner in which services are delivered to the community including how resources are distributed. This budget was developed to address the challenges that the organization is facing from the impacts of the ongoing COVID-19 pandemic. Through budget development, we focused on the theme "Planning for a New Day" with the goals of protecting our financial sustainability and providing staff with the tools necessary to do their jobs in a post-pandemic environment.

The Fiscal Year 2022 annual adopted budget is, a maintenance of effort budget in that we were able to maintain key programs and services with additional subsidy from the federal COVID-19 funding but did not expand services in the face of continued fiscal uncertainty. The City of Takoma Park will receive \$17.4 M in American Rescue Plan Act (ARPA) federal funds. City Council and staff will work together on an implementation plan to have these funds obligated by December 2024. By federal design, ARPA funding can be used for:

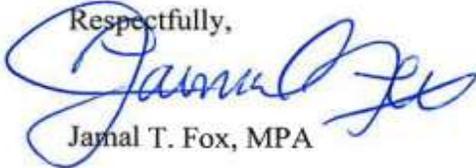
- Responding to the COVID-19 pandemic
- Covering costs incurred from responding to the public health emergency
- Replacing lost, delayed, or decreased revenues due to COVID-19

- Addressing the negative economic impacts on households, local businesses and nonprofits
- Making necessary investments in water, sewer, stormwater, and broadband infrastructure

As prior City Manager Ludlow noted in April, with very small increases in tax revenue over the past few years and continued low municipal tax duplication rebates from Montgomery County, our City's revenue is not keeping up with the cost of services. With our budget we must remain vigilant and focused in fiscal sustainability, with ongoing expenses supported by ongoing revenues.

On behalf of the employees who work for the City of Takoma Park, I thank you for your continued service, support, vision, and strong leadership as we collectively work together to provide the highest quality of services to the community.

Respectfully,

A handwritten signature in blue ink, appearing to read "Jamal T. Fox".

Jamal T. Fox, MPA

City Manager

City of Takoma Park Community Profile

About Takoma Park

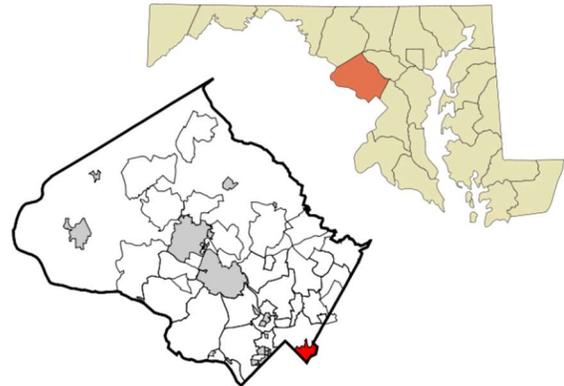
The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. According the U.S. Census Bureau, the estimated population of the City is 17,672 (as of July 1, 2019).

City residents benefit from the excellent Montgomery County public school system. The Takoma Park-Silver Spring campus of Montgomery College and the four-year Washington Adventist University are located in Takoma Park.

Takoma Park has a large historic district, two major commercial districts, many parks, and attractive, walkable neighborhoods. The City is located along the Red Line of the region's Metrorail system and is well served by bus systems and bicycle trails. Offices, attractions, and entertainment are close by in adjacent Washington, D.C. and Silver Spring, Maryland. Baltimore and Annapolis are a short distance away via I-495 and I-95.

Because of its location and attractive environment, Takoma Park is a highly desirable place to live. Its economic health rests heavily on the value of its residential property. According to the American Community Survey (ACS) 2015-2019, the median value of an owner-occupied housing unit was \$583,800. Owner-occupied housing units comprise 52.8% of all housing units; renter-occupied units comprise 47.2%.



The City of Takoma Park operates under a Council-Manager form of government. Policymaking and legislative authority are vested in a governing body consisting of seven members (Mayor and six Councilmembers). The City Council is elected on a non-partisan basis. All seven members serve two-year terms. The City Council's responsibilities include appointing the City Manager and City Attorney, adopting the City's annual budget, passing ordinances and resolutions, appointing members to City boards and commissions, and representing the City at official functions. The City Manager is responsible for implementing the policies of the City Council, overseeing the day-to-day operation of the City, and appointing the directors of the various City departments. The following statistics provide comparative information about the City of Takoma Park.

City of Takoma Park Community Profile

	1990 Census	2000 Census	2010 Census	2019 ACS Data*
<i>Total population</i>	16,700	17,299	16,715	17,672
<i>Population under 5 years</i>	1,320	1,237	1,254	1,252
<i>Population 18 years and over</i>	13,179	13,224	12,966	13,287
<i>Population 65 years and over</i>	1,773	1,529	1,668	2,092
<i>Total households</i>	6,822	6,893	6,569	6,567
<i>Per capita income</i>	17,942	26,437	-	47,096
<i>Median household income</i>	37,144	48,490	-	84,591
<i>High school graduate or higher</i>	10,041	9,933	-	10,639
<i>White</i>	9,200	8,440	8,192	9,658
<i>Black or African-American</i>	6,013	5,876	5,843	6,314
<i>American Indian and Alaska Native</i>	61	76	45	162
<i>Asian, Native Hawaiian, Pacific Islander</i>	717	760	740	1,385
<i>Some Other Race</i>	709	1,287	1,091	1,142
<i>Two or More Races</i>	n/a	860	804	959
<i>Hispanic or Latino (of any race)</i>	1,619	2,494	2,417	2,052
<i>Foreign born</i>	3,549	4,917	-	5,323
<i>Speak a language other than English at home</i>	3,113	5,034	-	5,509

The majority of City residents are employed in managerial or professional occupations. Further information on the occupation of Takoma Park residents is provided below:

Managerial and professional Service occupations	58.8 percent*
Service occupations	17.4 percent*
Sales and office occupations	10.8 percent*
Natural resources, construction, maintenance	4.6 percent*
Production, transportation, material moving	8.4 percent*

* Data is from the most recent release of the American Community Survey 5-Year data, 2015-2019, and has a greater margin of error than Census data.



YOUR DOLLARS AT WORK

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

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

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

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YOUR DOLLARS AT WORK

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

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



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City Council Priorities

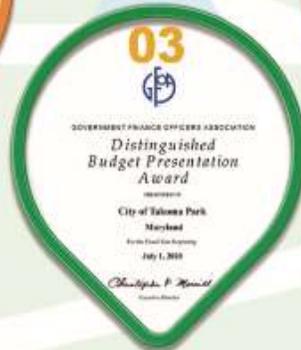


2021-2022 City Council Priorities

Adopted by Resolution 2021-6



Priorities, Goals and Strategies



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1. Mitigate the Impact of COVID-19 on the Community and City Operations



- Reopen City functions using a phased approach to ensure a safe, deliberate return to normal operations; prepare a reopening plan that supports long-term financial resiliency and employee well-being, and incorporates lessons learned from the health crisis response.
 - Ensure residents have access to the emergency assistance they need to recover from the impacts of the COVID-19 pandemic.
- Support our small businesses in weathering the economic downturn due to the pandemic so that they recover and thrive in the future.

2. A Livable Community for All

- Ensure that a range of safe, high quality, affordable, and stable housing options are equitably available in neighborhoods throughout the community.
- Identify the need for and explore the development of programs to address food insecurity in the community.
- Identify programming needs in the community and develop approaches to meet those needs, emphasizing youth, families, seniors, and residents who tend to face barriers to opportunities such as Black, Indigenous, and people of color, those with unsustainable lower-paying jobs, immigrants, and people with developmental disabilities.
- Defend our status as a Sanctuary City and maintain our commitment to being 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 the City's racial equity work.



3. Fiscally Sustainable Government

- Explore and advocate at county and state levels for expanded funding flexibility for municipalities beyond property taxes and continue to advocate for long-term solutions to tax duplication.
- Explore ways to provide property tax adjustments to residents in need, advocate at county and state levels for changes in property taxes to assist residents in need, and work for a more equitable property tax assessment system.
- Continue to build on improvements in the budget process, presentation of budget information, and communication to residents.
- Adopt sustainable investment and banking policy and practices.
- Maintain adequate reserves in the various City reserve funds for long-term fiscal sustainability.



4. Environmentally Sustainable Community



- Climate Change Mitigation: Work towards net-zero greenhouse gas emissions by 2035.
- Climate Change Resilience: Improve our ability to adapt and be resilient to climate change.
- Manage Our Community's Natural Resources Sustainably: Protect, maintain, and improve the health of our urban forest, natural resources, and water quality, with an emphasis on equity.

5. Engaged, Responsive, Service-Oriented Government



- Hire and onboard a new City Manager.
- Improve City communications with residents and adopt innovative, culturally appropriate initiatives to improve public engagement and collaboration with residents, particularly with residents who may face barriers to participating in municipal government activities and community affairs.
- Improve policies and processes to enhance resident interaction with the City government, including requests for government services, complaint systems, and code enforcement.
- Put in place improvements and review the overall structure and purpose of existing Council-appointed committees.
- Review and reform the City's approach to public safety to ensure racial justice and work toward a safer, more livable community for all residents.
- Improve service delivery and reduce administrative burden by updating internal policies, IT infrastructure, and software.

6. 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 economic and racial diversity of Takoma Park.
- Redevelop of the Takoma Park Recreation Center.



Vision

City of Takoma Park, a community of excellence renowned for exemplary service to all residents.

Mission

It is our mission to champion quality and efficiency through a dedicated workforce and a cooperative spirit between government and people.

City Council Priorities

The City Council's Priorities are used as a tool to guide policy and budget decision-making and outline strategies to work toward desired outcomes for a wide range of major projects, initiatives and ongoing activities. The Council affirms their priorities by Resolution each year.

City Council policy affects many aspects of civic life in Takoma Park. Establishing and sharing priorities helps inform residents, businesses and regional stakeholders on what the City Council's constituents and elected officials view as important for the Takoma Park in an easy to understand and transparent manner.

How City Council Priorities Affect You

Priorities are not policy. They serve as the framework used to shape it. Anyone affected by City Council policy who has input – whether in agreement or not – is encouraged to engage with the City Council to help shape how priorities are implemented.

You can engage in the process by attending a City Council meeting, contacting your City Councilmember or by joining a board, commission or committee.

What are the City Council's Priorities?

The City Council's priorities break down into five broad categories with key major projects, initiatives and ongoing activities identified for each. Those five broad categories are:

1) Mitigate the Impact of COVID-19 on the Community and City Operations

Goal: Reopen City functions using a phased approach to ensure a safe, deliberate return to normal operations; prepare a reopening plan that supports long-term financial resiliency and employee well-being, and incorporates lessons learned from the health crisis response.

Strategies:

- Analyze and plan for potential budgetary impacts of COVID-19 on City finances now and in the future.
- Encourage permanent changes in City functions, such as hybrid Zoom and in-person meetings that are practical beyond the crisis period.

Desired Outcome:

- Continuity of operations through all crisis phases, improved operations in compliance with safety protocols, and workforce resiliency.

Goal: Ensure residents have access to emergency assistance they need to recover from the impacts of the COVID-19 pandemic.

Strategies:

- Allocate COVID-19 Relief Funds to programs that ensure residents have access to emergency assistance they need in terms of food, housing, health care, childcare and other needs.
- Explore how best to address housing needs due to the impact of COVID-19, with a focus on residents who may face evictions or foreclosures, landlords, and condo communities.
- Support residents unemployed due to the pandemic to obtain new employment through emergency workforce development programs and technical assistance.
- Coordinate with state, county, and nonprofit stakeholders to encourage the availability of COVID-19 testing and vaccination locations in the City for residents to access.
- Coordinate with local nonprofits and community groups providing emergency food distributions to residents in the City.

Desired Outcome: Residents have access to the services and programs they need to stay healthy, in their homes, and working during the pandemic.

Goal: Support our small businesses in weathering the economic downturn due to the pandemic so that they recover and thrive in the future.

Strategies:

- Provide financial assistance through the COVID-19 Relief Fund to support small businesses experiencing financial hardship due to the pandemic.
- Offer technical assistance to businesses to ensure that they are able to maintain the health and safety of their employees and patrons during the pandemic.

City Council Priorities

- Coordinate with state, county, and nonprofit stakeholders to encourage the availability of COVID-19 testing and vaccinations for frontline and essential workers in the City.

Desired Outcome: Businesses have access to the services and programs they need to stay in business to ensure the health and safety of their employees and patrons.

2) A Livable Community for All

Goal: Ensure that a range of safe, high quality, affordable, and stable housing options are equitably available in neighborhoods throughout the community.

Strategies:

- Implement Housing and Economic Development Strategic Plan. Specifically:
 - Continue to build partnerships with nonprofits, foundations, financial institutions, Montgomery County, the State of Maryland, and other outside entities to expand affordable housing options in the City.
 - Explore the needs of and create programs to assist common ownership communities.
 - Revise sections of the Housing Code, including sections on rent stabilization.
 - Review and make changes to the HomeStretch Down Payment Assistance Program aimed at expanding eligibility.
 - Develop a formal policy and criteria regarding PILOTS.
 - Continue collaboration and coordination of the City's housing and sustainability staff on key projects to meet Council goals.
- Review staffing levels necessary to implement the Housing and Economic Development Strategic Plan, and examine ways to leverage cross-departmental collaboration among housing and sustainability staff to meet Council housing and sustainability goals.

Desired Outcome: Meet the current and future housing needs of the community to ensure affordable housing options for residents of varying income levels and of all races and ethnicities. Improved living conditions for renters.

Goal: Identify the need for and explore the development of programs to address food insecurity in the community.

Strategies:

- Identify advocates, nonprofits, and community groups that provide food to residents and convene partners, such as the iSchool/iConsultancy team at the University of MD, to explore ways to address food insecurity in the City.

Desired Outcome: Identify and explore the feasibility of programs and systems to address ongoing food insecurity in the community.

Goal: Identify programming needs in the community and develop approaches to meet those needs, emphasizing youth, families, seniors, and residents who tend to face barriers to opportunities such as Black, Indigenous, and people of color, those with unsustainable lower-paying jobs, immigrants, and people with developmental disabilities.

Strategies:

- Utilize resident survey, staff and committee reports, program attendance, racial equity assessment tools, and other evaluative resources to determine where there may be existing gaps in program offerings and develop programs to close identified gaps.
- Improve equitable access to programming and services using innovative strategies and technology, such as exploring ways to fill gaps in access to technology and library services, to reach residents, including residents of color and renters, who rarely engage with the City.
- Explore establishing a pilot Community Ambassador or Navigator system to help assess residents' needs and to help develop updated and improved systems to connect residents to services.

Desired Outcome: Expanded and/or improved programming or partnerships tailored to residents who need them the most or who currently face barriers to access.

Goal: Defend our status as a Sanctuary City and maintain our commitment to being a welcoming and inclusive community for all residents.

Strategies:

- Continue advocacy efforts focused on immigrant rights and needs, including connecting those in need of assistance to appropriate area organizations.
- Explore new ways to share information with and provide services to immigrant and refugee communities through improved community outreach and engagement processes, including through translation and Community Ambassadors structures.
- Continue efforts to lobby at state level for legislation supporting and protecting immigrants and refugees.

Desired Outcome: Remain a welcoming and strong Sanctuary City and grow access to programming and information to meet the needs of immigrants and refugees.

Goal: Improve transportation planning and outreach to create a safer and more racially equitable community for all residents, including pedestrians, bicyclists, and vehicle occupants.

Strategy:

- Explore adopting a Vision Zero initiative; examine potential components such as education/outreach, policy changes, and infrastructure improvements; and continue to revise processes for traffic calming and sidewalk requests.
- Advocate for transportation improvements that impact Takoma Park residents through regional collaboration and coordinated efforts, including on Purple Line, safety, and transit access.

City Council Priorities

Desired Outcome: Improved traffic safety resulting in eliminating serious vehicle, pedestrian, and bike collisions; improved comprehensive transportation planning throughout the City with a data-driven approach that takes into consideration impacts throughout the City; and racially equitable transportation system and outcomes.

Goal: Further the City’s racial equity work.

Strategies:

- Build on the work underway to address racial equity issues, including how we organize, institutionalize, and operationalize the racial equity framework; explore possible task force on racial equity.
- Evaluate how the City is processing and responding to requests and complaints so that they are done in an equitable way across the City.
- Continue to provide racial equity training to members of the City Council, staff, and Council-appointed Committees and other residents.

Desired Outcome: Continued progress toward a more racially equitable community and government.

Major Projects, Initiatives, and Ongoing Activities

- Public-Land and Open Space Management Plan – finalization and implementation of the plan.
- Cultural Plan – continued implementation of 2018 Plan.

3) Fiscally Sustainable Government

Goal: Explore and advocate at county and state levels for expanded funding flexibility for municipalities beyond property taxes and continue to advocate for long-term solutions to tax duplication.

Strategies:

- Continue efforts to more fully address county tax duplication issues.
- Increase advocacy and lobbying activities.

Desired Outcome: A more diverse set of revenue sources for the City.

Goal: Explore ways to provide property tax adjustments to residents in need, advocate at county and state levels for changes in property taxes to assist residents in need, and work for a more equitable property tax assessment system.

Strategies:

- Explore City property tax credits, deferrals, and other options for residents in need and advocate for such options at the county level.
- Continue to examine and advocate for changes to the property assessment process to ensure an

equitable approach.

- Promote economic development to increase tax base consistent with the Housing and Economic Development Strategic Plan.

Desired Outcome: A sustainable and equitable property tax process and system.

Goal: Continue to build on improvements in the budget process, presentation of budget information, and communication to residents.

Strategies: Consider in the current budget cycle and in future years innovative budget processes to identify ways to present summary as well as detailed budget information and continue to provide opportunities for resident feedback with an emphasis on equitable access and outreach.

Desired Outcomes: Continued work toward greater clarity and transparency in the budget process and increased resident understanding of City budget.

Goal: Adopt sustainable investment and banking policy and practices.

Strategy: Identify and work with consultant to determine potential next steps in adopting sustainable investment and banking policies and practices, taking into account the concerns raised by the Nuclear Free Committee about Truist Bank and considering required City staff resources and financial cost to implement.

Desired Outcome: Work to align the City's banking and investments with the community's social responsibility values.

Goal: Maintain adequate reserves in the various City reserve funds for long-term fiscal sustainability.

Strategy: Similar to having a City policy on the appropriate level of unassigned reserves that should be maintained, establish policies for the appropriate level of reserves in the Equipment Replacement Reserve, Facilities Maintenance Reserve, and other reserves, as well as consider establishing new reserves where needed for new programming and long-term financial planning.

Desired Outcome: Fiscal sustainability for key services.

4) Environmentally Sustainable Community

Goal: Climate Change Mitigation: Work towards net-zero greenhouse gas emissions by 2035.

Strategies:

- Prioritize and accelerate policies and programs that implement the 2020 Climate Emergency Response Framework strategies for buildings, transportation, renewable energy, and a fossil fuel-free community.
- Continue and expand City sustainability programs with emphasis on equity issues.
- Coordinate and advocate for climate change mitigation resiliency and sustainability with county,

City Council Priorities

state, region and federal governments.

- Integrate City climate goals and strategies with other City policies and programs, such as urban forest, housing, economic development, and Vision Zero transportation goals.

Desired Outcome: Progress toward City’s climate mitigation and resiliency goals; more sustainable City operations.

Goal: Climate Change Resilience: Improve our ability to adapt and be resilient to climate change.

Strategies:

- Consider ways to address increased stormwater in the City and its impacts, including incentives, stormwater permitting, and green infrastructure.
- Explore ways to address and mitigate stormwater impacts on private properties.
- Implement new stormwater management fee structure.

Desired Outcome: Improved stormwater management for both the public space and stormwater flows on and between private properties.

Goal: Manage our Community’s Natural Resources Sustainably: Protect, maintain, and improve the health of our urban forest, natural resources, and water quality, with an emphasis on equity.

Strategies:

- Incorporate the overarching goals and priorities of no net loss, increased biodiversity, and equity adopted in 2020 into the City’s urban forest management program.
- Adopt the multi-year urban forest management plan.
- Begin a pilot project for collaborative planting of trees in select neighborhoods, with the aim of helping to address inequities in tree distribution within the City.

Desired Outcome: No net loss of urban forest canopy citywide, more equitably distributed tree canopy over time, increased biodiversity, and improved maintenance of mature trees citywide.

Major projects, initiatives and ongoing activities:

- Enforcement, education, and outreach related to City codes in such areas as recycling; plastic bag ban; snow clearing. Cooperation with county and state where applicable.
- Climate Action Framework strategy development and implementation.
- City sustainability programs and initiatives.
- Implement additional Sustainable Maryland Certified goals.
- Implement urban forest program and revised tree ordinance provisions.
- Green stormwater management projects to meet State and Federal mandates for 2025.

5) Engaged, Responsive, & Service Oriented Government

Goal: Hire and onboard a new City Manager.

Strategies:

- Conduct a successful search with community input and the assistance of a consultant.
- Successfully onboard the new City Manager and work together to develop further plans and priorities, including adjusting to post-COVID near-term realities and working toward community-identified visions of the future.

Desired Outcome: The hiring of an excellent City Manager who can effectively manage the day to day operations of the City government and implement the policy directions of the City Council.

Goal: Improve City communications with residents and adopt innovative, culturally appropriate initiatives to improve public engagement and collaboration with residents, particularly with residents who may face barriers to participating in municipal government activities and community affairs.

Strategies:

- Improve the City's current communications tools including the City website and social media tools to increase public engagement and more easily and effectively share information.
- Review lessons learned from recent community engagement efforts and investigate new ways to enhance and put in place new initiatives to improve public input, engagement, and collaboration.
- Investigate ways to improve accessibility of community meetings especially for residents whose dominant language is not English, those who are deaf, and others who may face barriers to engagement with the City government.

Desired Outcome: Facilitate and enhance involvement, trust, and collaboration among residents and City government.

Goal: Improve policies and processes to enhance resident interaction with the City government, including requests for government services, complaint systems, and code enforcement.

Strategy:

- Review process for traffic calming; sidewalk requests, repair and maintenance; residential/commercial boundary conflicts over noise, lights, etc.; the impact of utility work on neighborhoods; and review of Neighborhood Services citation procedures.
- Review recommendations from the Complete Safe Streets Committee and implement appropriate improvements.
- Update of the sign ordinance and other City ordinances as needed.

Desired Outcome: Improved and more equitable policies and processes related to City services, such as traffic calming, sidewalk requests, maintenance and repair, and other City services.

Goal: Put in place improvements and review overall structure and purpose of existing Council- appointed committees.

Strategy: Continue to evaluate and put in place ways to improve appointment processes and establish a common committee structure to increase efficiency and effectiveness; attract new members so that committees more closely reflect the diversity of the community; and explore innovative methods to engage and collaborate with residents who may face barriers to participating.

Desired Outcome: Enabling diverse, engaged, productive, and rewarding resident involvement and collaboration with City government.

Goal: Review and reform the City’s approach to public safety to ensure racial justice and work toward a safer, more livable community for all residents.

Strategy: Review, explore, and put in place appropriate changes recommended by the Reimagining Public Safety Task Force.

Desired Outcome: A more equitable and just approach to public safety that meets the needs of residents.

Goal: Improve service delivery and reduce administrative burden by updating internal policies, IT infrastructure and software.

Strategy: Assess resources required to update the City’s systems. Support the purchase of tools to facilitate cross-departmental collaboration.

Desired Outcome: Reduction in time spent on manual, inefficient processes to improve service delivery and allow staff to find greater bandwidth to innovate towards and advance Council priorities.

Major projects, initiatives and ongoing activities:

- Redistricting
- Elections
- Council Compensation

6) Community Development for an Improved & Equitable Quality of Life

Goal: Plan and prepare for development in the City and region while maintaining the special character and economic and racial diversity of Takoma Park.

Strategies:

- Implement Affordable Housing and Economic Development Strategic Plan. Specifically:
 - Provide support for small businesses especially those impacted by Purple Line construction.
 - Increase workforce development programs and assistance.
 - Explore options for providing support services, including through direct assistance and partnerships, for businesses located outside the areas covered by existing business associations.
 - Attract new businesses to Takoma Park and facilitate the growth of existing businesses, particularly those that help meet workforce development and local ownership goals.

Desired Outcome: Implementation of Strategic Plan, prepare and plan for development activity, and support local businesses and workers.

Goal: Redevelopment of the Takoma Park Recreation Center.

Strategy: Develop a shared vision for the Recreation Center using an evidence-based approach and improve community engagement around the City's recreational needs and the future Recreation Center.

Desired Outcome: Leverage both public and private stakeholders to accomplish the goal of developing the Recreation Center that meets the City's need for recreation services and affordable housing.

Major projects, initiatives and ongoing activities:

- Library Renovation.
- Takoma Junction Development.
- Purple Line Construction.
- Economic development along New Hampshire Avenue.
- Washington Adventist Hospital Campus.
- Montgomery College Math Science Building construction.
- Continue to advocate for renovations at Piney Branch Elementary School and increased public school facilities in the City or nearby.
- Review selected county policies that support City housing, equity and sustainability goals as they are proposed.

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

Jamal T. Fox

Deputy City Manager

Jessica Clarke

Director of Finance

Susan Cheung

Senior Leadership

- Jessica Jones, Library Director
- Tracy Smith, Director of Human Resources
- Daryl Braithwaite, Director of Public Works
- Jessie Carpenter, City Clerk
- Alex Cross, Director of Housing and Community Development
- Gregory Clark, Director of Recreation
- Antonio DeVaul, Chief of Police
- Rosalind Grigsby, Community Development Manager for Planning
- Grayce Wiggins, Community Development Manager for Housing

Budget Document Preparation

Ron Kawaley, Budget & Accounting Manager
Donna Wright, Communications Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Takoma Park

Maryland

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

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



Organizational Chart



Reader's Guide to the Budget Book

This budget book presents the City of Takoma Park's Adopted Fiscal Year 2022 budget with detailed breakdowns of revenues and expenditures by Fund and by Department. The annual budget is a tool used to plan for the balancing of City resources to meet the needs of City of Takoma Park residents.

The **Introduction the Budget Document** section introduces the reader to the City of Takoma Park community, City Council priorities, City services, City organization, and the budget development process.

The **Fund Summaries** section outlines the City's financial policies and provides a global overview of the City's four major funds, the General Fund, Stormwater Management Fund, Special Revenues Fund, and the Speed Camera Fund. For each Fund, there are tables and charts showing revenue sources, expenditure types, and Fund balances. The budget tables include:

- Audited actuals (expenses paid) from Fiscal Year 2018-Fiscal Year 2020
- Fiscal Year 2021 Adjusted Budget, or the Adopted Budget adjusted for budget amendments
- Projected Fiscal Year 2021 actuals, based on year to date spending
- Adopted Fiscal Year 2022 Budget

The Departmental sections provide General Fund budget summaries at the Department and Division levels for the **General Government, Police, Public Works, Recreation, Housing and Community Development, Communications, and Library** Departments. A divider with a table of contents separates the sections. Each Department section includes:

- Overview of the Department, its Divisions, and their functions
- Personnel Schedule, or summary of full-time positions and salaries
- Departmental Budget Summary by funding source, expenditure type (personnel or operating), and Division
- Explanation of variances in the previous fiscal year budget actuals compared to adopted budget
- Fiscal Year 2022 Budget Highlights
- Division Budget Summaries
 - Each Division section includes:
 - Division Purpose
 - Management Objectives
 - Performance Measures

- Division Budget Summary by expenditure type
- Explanation of variances in previous fiscal year actuals
- Budget Highlights

The reader will notice that each budget table in the Departmental sections has five columns, listed below:

- *Actual FY20*: Audited actual spending from Fiscal Year 2020
- *Adjusted FY21*: Fiscal Year 2021 Adopted Budget adjusted for budget amendments
- *Projected FY21*: Fiscal Year 2021 projected actual spending
- *Change Adj. FY21-FY22*: Difference between the Fiscal Year 2021 adjusted budget amount and the Fiscal Year 2022 adopted budget amount, in dollars and percentages

The **Non-Departmental** section summarizes budget information on City services that are not directly attributable to a specific City Department, such as property insurance coverage.

The **Capital Improvement Program** section covers the costs for investments in capital assets such as infrastructure improvements, equipment replacement, and facility improvements.

The **Debt Services** section shows payments for the principal and interest on loans to the City.

The **Stormwater Management Fund**, **Special Revenue Funds**, and **Speed Camera Fund** sections provide fund summaries and highlights.

The **Appendix** section contains the budget ordinance and the budget glossary, which defines the budget terms used throughout this document.

Important Notes about the Fiscal Year 2022 Adopted Budget

Personnel Expenditures Assumptions: The reader should note the following budget assumptions for personnel expenditures categories shown in the Department and Division budget tables:

- **Wages:** The Fiscal Year 2022 Adopted budget includes a 2% wage increase for full-time and permanent part-time staff. That represents a combined increase of 1.8% for the annual Employment Cost Index (increase to reflect changes in the wage market), and a 0.5% margin for contingency costs, such as promotions, temporary assistance, or other changes. The increase does not cover step increases for employee performance or any employees getting an additional step for a “Distinguished” performance rating. *Note: Union negotiations were ongoing at the time of budget release, so the salary increase is only an estimate; how the 2% will be allocated has yet to be determined.*
- **Fringe Benefits:** The fringe benefits line includes health benefits (health insurance, prescription drug coverage, dental and vision coverage), retirement and pension costs, City paid life insurance, accidental death and dismemberment insurance, and long-term

disability. It also covers employer match of deferred compensation, payment equal to the employee premium of health insurance for those waiving coverage, and payroll taxes.

- *Health Benefits:* The health benefits for active employees are budgeted in the fringe benefits line of each Department. They are estimated with a 3% increase of health insurance, a flat dental premium, and a 2% increase of dental and vision insurance for Fiscal Year 2022 based on initial renewal estimates from the City's insurance broker and carriers.
 - *Retirement:* The City contributes 9% of employees' annual pay to the Maryland State Retirement system (MSRA). The City also matches employee contributions to 457 retirement plans, up to 2% of the employee's annual pay, and contributes an amount equal to the employee portion of health insurance premiums for those employees waiving insurance coverage.
 - *Police Pension:* The Police Pension fund is a combination of employee contributions, employer contributions, and income from various investments. Bolton Investment's actuarial recommended amount for the City's contribution to the Police Pension Fund was 43.6% of the average sworn employee's annual pay, budgeted under the Police Department fringe benefits. An assumption of 45% was used for budgeting, in order to allow for a potential increase in personnel costs of changes in the plan, such as the addition of a DROP or military credit. Lower investment returns lead to a higher City contribution. The investment return was down slightly as of March 2021 due to market factors.
 - *Federal Insurance Contributions (FICA) Payroll Tax:* FICA is a payroll deduction for Social Security and Medicare benefits, set at 7.65% of annual pay.
- **Workers' Compensation:** This is the cost for insurance coverage for work-related injuries or illnesses; insurance premiums are based on a combination of employee exposure and annual wages. The total amount for Fiscal Year 2022 for all Departments is budgeted at a slight increase over Fiscal Year 2021 in Non-Departmental budget line based on anticipated higher total payroll and prior budget years.
 - **Other Categories:** The categories displayed vary by Department, but other common categories shown in budget tables:
 - Overtime is for extra hours worked at a higher rate of pay, as defined by federal and state law, and union collective bargaining agreements. There are many categories of overtime, based on negotiated terms of each union (e.g. Police court visits, night shift differentials, holiday work).
 - Employee Recognition includes tenure awards and holiday bonuses.
 - Clothing Allowances cover uniform purchases (clothing, boots) as required by union collective bargaining agreements.
 - Contractual labor funds temporary assistance or seasonal workers.

Operating Expenditures Categories: The reader should note the following about the operating categories shown in the Department and Division budget tables:

- “Office expenditures” include items such as meeting expenses, recycling supplies, non-cash recognitions, investment expenses, general contingency contributions, and bad debt expenses.
- “Supplies” refers to office supplies such as notepads, pencils, and coffee.
- “Computer expenditures” is for laptops, monitors, and other computer-related purchases.
- “Services and charges” include contracted services, licensing fees, small equipment, and internal services.
- The “Communications” line covers desk phones and cell phones.
- “Conferences, training, and dues” includes training costs, travel expenses for conferences, conference fees, and association dues.
- “Special Events and Programs” covers a variety of public programming and special projects.

What’s New in the Budget Book This Year?

- All budget tables have a new “percentage change” column to show Adjusted Fiscal Year 2021-Adopted Fiscal Year 2022 changes.
- The Capital Budget is now broken out by Department with new narratives and visuals explaining capital projects by Department.
- A Consolidated Financial Summary has been added to the Fund Summaries section.

Budget at a Glance

- Total revenues (all funds) of \$35,947,529.
- Total expenditures (all funds) of \$38,429,647.
- Total General Fund revenues of \$27,139,274.
- Total General Fund expenditures of \$35,401,249.
- Assessable real property base (net) projected to increase by approximately \$49 million or 1.9 percent from FY21.
- Real property tax rate remains the same as the last two years at \$0.5397 per \$100 of assessed valuation. Real property tax revenues increase by \$368,706 compared to FY21 budgeted revenues.
- Tax duplication (“In Lieu Of”) payments from Montgomery County decreases by \$15,863, compared to FY21, to \$3,598,373, with some offset in Police Rebate funds
- Staffing levels decrease by 0.24 full-time equivalents. The net decrease reflects the creation of a new Communication position, and adjustments in existing positions primarily part-time staff in the Recreation, Library and Communications Department.
- Anticipated General Fund expenditures of \$1.28 million for streets and sidewalks. That includes ADA city sidewalks (\$200,000), ADA SHA sidewalks (\$300,000), new sidewalk design and traffic calming (\$250,000) and street rehabilitation (\$500,000). The FY22 cost of Library design and renovation is expected to be \$4.8 million and is funded by a \$7 million Library Bond and \$226,700 State Grant.
- Continued funding of \$150,000 for the City’s local supplement to the State Homeowner Property Tax Credit Program. Council proposed a new supplement of \$50,000 for additional Property Tax Credit or Tax Deferral.
- Contribution of \$700,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including five police cars (\$304,500), half of the cost of the electric street sweeper (\$273,000), mobile computers (\$150,000), field radio equipment (\$35,000) and license plate readers (\$13,400).
- No fund contribution will be made to the Facility Maintenance Reserve. Funds from the Facility Maintenance Reserve will be used to repair Recreation Center Gym Floor (\$10,000), begin to construct the Community Center Atrium Floor (\$200,000) and upgrade the HVAC control system (\$40,000) of the Community Center.

Budget at a Glance

- Financial support for the Community Festival totals \$7,000, and \$200,000 is set aside for grant programs including the Emergency Tree Removal (\$25,000), STEAM Community Grants (\$80,000), Emergency Assistance Fund (\$50,000), Mini Grants (\$25,000) and Small Business Support (\$20,000).
- The City is expected to receive federal funding under the American Rescue Plan Act (ARPA) in the amount of \$14.8 million over two years, with the first half totaling \$7.4 million provided in Fiscal 2022. \$1.2 million of the \$7.4 million is budgeted to replenish the revenue losses in the General Fund during the COVID-19 pandemic compared to Fiscal 2019. The remaining amount of \$6.2 million is added to the Special Revenue Fund Reserve. \$100,000 is budgeted to fund the IT document storage and management project.
- Funding is provided for Council priority programs such as the Housing Reserve Fund (\$210,000) and Community Partnership Program (\$195,000).
- Funding in the amount of \$273,000 for half of the cost of electric street sweeper and expenditures of \$100,000 in Stormwater Funds for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches, in 13th and Hillwood Manor Playground (\$55,000) and Cockerille Avenue pipe realignment (\$45,000).
- Funding in the amount of \$1,023,698 in Special Revenue Funds for special projects, including (\$320,000) for the New Hampshire Avenue Bikeway, (\$100,000) for the Façade Grant, (\$91,000) for CDBG Houston Court and (\$91,000) for CDBG ADA Sidewalks. The City has budgeted \$8,000 in Federal ARPA to support the Façade Grant project.
- Anticipated expenditure of \$51,000 from Speed Camera Fund revenues. Expenditures include the purchase of camera trailer (\$33,000), and bike patrol unit equipment (\$18,000) for the Police Department.

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY18	Actual FY19	Actual FY20	Adjusted FY21	Adopted FY22	Change FY21 - FY22
General Government	16.75	17.75	17.75	18.25	18.25	-
Police	62.95	63.95	64.45	64.67	64.68	0.01
Public Works	36.1	36.1	36.1	36.5	36.5	-
Recreation	19.34	20.53	20.53	20.96	19.98	(0.98)
Housing and Community Development	8.38	9.5	10.13	10.63	10.63	-
Communications	5.75	5.75	5.5	5.83	6.44	0.61
Library	11.13	11.13	11.13	11.13	11.25	0.12
Stormwater Management	1.15	1.15	1.15	0.75	0.75	-
Special Revenue	-	-	-	-	-	-
Speed Camera	3	3	3	3	3	-
Total Full-Time Equivalent s	164.55	168.86	169.74	171.72	171.48	(0.24)

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Community Center

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Financial Structure Overview

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

General Fund

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

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

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

Stormwater Management Fund

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

Special Revenue Funds

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

Speed Camera Fund

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

Accounting Guidelines

Balanced Budget Requirements

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

Investment Policy

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

Capital Asset Policy

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

Annual Audit

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

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.

Budget Amendment Process

Once the budget is adopted, it can only be changed through the budget amendment process. This is sometimes necessary to reflect changes that occur throughout the fiscal year. This may include transfers of unencumbered balances and adjustments due to unexpected changes in revenue and expenditure. The requesting department will submit a change request as well as the support for review and approval. Budgeted amendments are effected through two reading ordinances adopted by the City Council.

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.

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.

Consolidated Financial Summary

All Operating Funds

Consolidated Financial Summary

The Consolidated Financial Summary presents the total uses and sources by fund type for the City of Takoma Park. The Summary includes the General Fund and three other major funds for Actual FY2020, Projected FY2021 and Adopted FY2022. The three other major fund accounts are Speed Camera Fund, Special Revenue Fund and Stormwater Management Fund.

The City finances governmental functions through the General Fund. The acquisition, use and balance of the City's financial resources are mainly accounted for through the General Fund. The Stormwater Management Fund is funded primarily by the Stormwater fee and the Speed Camera Fund is funded by the fines collected from the speed cameras. The Special Revenue fund accounts for the fund activity related to grant money from Federal, County and other sources.

Budgets for the General Fund and all other funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). All Governmental fund budgets are presented on the modified accrual basis of accounting. Under this method of accounting, revenue and other financial resources are recognized in the accounting period when they become both measurable and available to finance the current operating expenditures.

The City Manager has the authority to make transfers between funds during the year. However, the increase of fund appropriation for any given fund can be done by Council approval through budget amendment. In Fiscal Year 2021, the City has had five budget amendments. In some cases, the Council has appropriated General Fund unassigned fund balance to fund high priority capital projects or other one-time needs.

Consolidated Financial Summary

All Operating Funds

Consolidated Financial Summary (continued)

In the Adopted Budget of FY22, the City Manager transferred \$65,000 from General Fund to Stormwater Management Fund to cover the shortfall of fee revenue. Due to the increased Capital Improvement Program totaling \$7.6 million, the use of General Fund unassigned reserve is increased to \$8.3 million. Additionally, the City is slated to receive the American Rescue Plan Act (ARPA) funding in the amount of \$7.4 million. With the exception of the replenishment for the revenue loss in the General Fund, the majority of the Federal Aid-ARPA funding is added to the Special Revenue Fund.

Consolidated Financial Summary

All Operating Funds

	FY 2020 Actual			FY21 Adjusted			FY22 Adopted		
	General	All Other	Total	General	All Other	Total	General	All Other	Total
	Fund	Funds		Fund	Funds		Fund	Funds	
Revenues									
Taxes and utility fees	17,834,681	-	17,834,681	18,225,744	-	18,225,744	18,473,270	-	18,473,270
Licenses and permits	66,942	5,791	72,733	83,606	2,900	86,506	104,500	3,500	108,000
Fines and forfeitures	174,189	886,614	1,060,803	210,000	750,000	960,000	176,000	800,000	976,000
Use of money and property	345,338	35,408	380,746	57,900	40,000	97,900	49,240	1,000	50,240
Charges for service	980,290	701,718	1,682,008	558,366	595,400	1,153,766	808,331	701,000	1,509,331
Intergovernmental	6,322,336	4,208,991	10,531,327	6,418,371	2,090,925	8,509,296	7,464,933	7,257,755	14,722,688
Miscellaneous	163,187	11,616	174,803	79,675	45,000	124,675	63,000	45,000	108,000
Total Revenues	25,886,963	5,850,138	31,737,101	25,633,662	3,524,225	29,157,887	27,139,274	8,808,255	35,947,529
Transfer In	-	-	-	-	-	-	-	65,000	65,000
Total Resources	25,886,963	5,850,138	31,737,101	25,633,662	3,524,225	29,157,887	27,139,274	8,873,255	36,012,529
Use of Reserves	378,245	-	378,245	7,601,109	275,824	7,876,933	8,326,975	-	8,326,975
Total (\$)	26,265,208	5,850,138	32,115,346	33,234,771	3,800,049	37,034,820	35,466,249	8,873,255	44,339,504
Expenditures									
General Government	3,009,773	-	3,009,773	3,594,042	-	3,594,042	3,893,655	-	3,893,655
Police	8,385,135	850,163	9,235,298	8,883,292	764,328	9,647,620	9,318,722	823,762	10,142,484
Public Works	4,941,626	377,946	5,319,572	5,421,867	626,696	6,048,563	5,866,480	535,126	6,401,606
Recreation	1,768,952	-	1,768,952	1,740,149	-	1,740,149	1,930,634	-	1,930,634
Housing and Community Development	1,683,213	16,454	1,699,667	1,904,484	137,000	2,041,484	2,109,416	136,000	2,245,416
Communications	529,330	-	529,330	614,918	-	614,918	727,996	-	727,996
Library	1,317,662	-	1,317,662	1,433,334	-	1,433,334	1,361,464	-	1,361,464
Non-Departmental	1,157,120	-	1,157,120	2,511,975	-	2,511,975	1,702,417	-	1,702,417
Capital Outlay	2,555,994	4,428,572	6,984,566	6,387,705	2,272,025	8,659,730	7,619,005	1,533,510	9,152,510
Debt Service	916,403	-	916,403	743,005	-	743,005	871,460	-	871,460
Total Expenditures	26,265,208	5,673,135	31,938,343	33,234,771	3,800,049	37,034,820	35,401,249	3,028,398	38,429,647
Transfer Out	-	-	-	-	-	-	65,000	-	65,000
Total Use	26,265,208	5,673,135	31,938,343	33,234,771	3,800,049	37,034,820	35,466,249	3,028,398	38,494,647
Add to Reserve	-	176,003	176,003	-	-	-	-	5,844,857	5,844,857
Total (\$)	26,265,208	5,850,138	32,115,346	33,234,771	3,800,049	37,034,820	35,466,249	8,873,255	44,339,504

Combined Statement of Revenues, Expenditures, & Changes in Fund Balances - All Governmental Funds

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed Camera Fund	Total
FY 2022 Revenues	27,139,274	704,500	7,302,755	801,000	35,947,529
FY 2022 Expenditures	35,401,249	908,126	1,245,510	874,762	38,429,647
Excess (deficiency) of revenues over expenditure	(8,261,975)	(203,626)	6,057,245	(73,762)	(2,482,118)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(65,000)	65,000	-	-	-
Total Other Financing Sources (Uses)	(65,000)	65,000	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	(8,326,975)	(138,626)	6,057,245	(73,762)	(2,482,118)
Fund Balance					
Beginning of year	18,069,179	161,601	3,593,968	440,986	22,265,734
End of year	9,742,204	22,975	9,651,213	367,224	19,783,616

Changes from the Proposed to the Adopted Budget - General Fund

Budget Reconciliation Process

Each fiscal year, after the City Manager presents the Proposed Budget in April, the Mayor and City Council host a Budget Reconciliation Work Session to make adjustments to the proposed budget before adoption. The tables below reflect the increases and decreases agreed upon during Budget Reconciliation to balance the budget according to Council priorities.

BUDGET RECONCILIATION TABLE	
	Amount (\$)
Proposed Revenue Total - City Manager's Proposed Budget	27,404,881
Decrease: Real Property Tax Rate 0.5397	(265,607)
Adopted Revenue Total	27,139,274
Change in Revenue	(265,607)

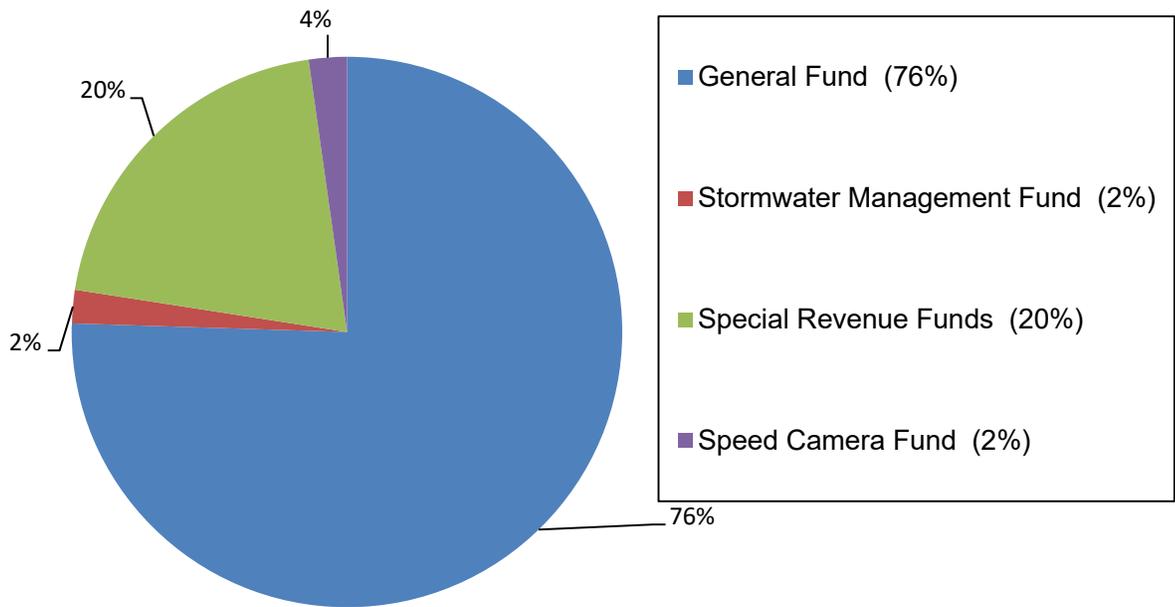
Changes from the Proposed to the Adopted Budget - General Fund

Proposed Expenditure Total - City Manager's Proposed Budget	35,667,922
City Administration	
Increase: Funds for Re-imagining Public Safety Task Force	50,000
Increase: Community Ambassadors/Navigators	50,000
Increase: Racial Equity Coordination/Community Engagement Work	125,000
Police	
Decrease: Police Fringe	(138,000)
Decrease: Police pension	(50,490)
Public Works	
Increase: Flooding and Stormwater Engineering on Private Property	150,000
Increase: Tree Canopy Pilot	36,000
Increase: Building Benchmarking Study	60,000
Housing & Community	
Increase: Economic Development Support	50,000
Library	
Increase: Library Services	20,000
Debt Service	
Decrease: Community Legacy Loan Debt Service savings	(19,855)
Non-Department	
Decrease: Council Priorities Set-Aside	(300,000)
Decrease: Contingency Account	(1,328)
Capital Improvement Program	
Decrease: Capital outlay - Unidentified Housing Project	(250,000)
Decrease: Duplicate capital funding for Neighborhood Improvements	(58,000)
Increase: Heffner Community Center Plaque & Jackson-Boyd Park Sign	10,000
Total Expenditures Reduction	(266,673)
Adopted Expenditure Total	35,401,249

Proposed Unassigned Fund Balance - City Manager's Proposed Budget	2,792,736
Increase: Adjustment of contingency account and FY21 Adjustment	6,791
Adopted Unassigned Fund Balance	2,799,527

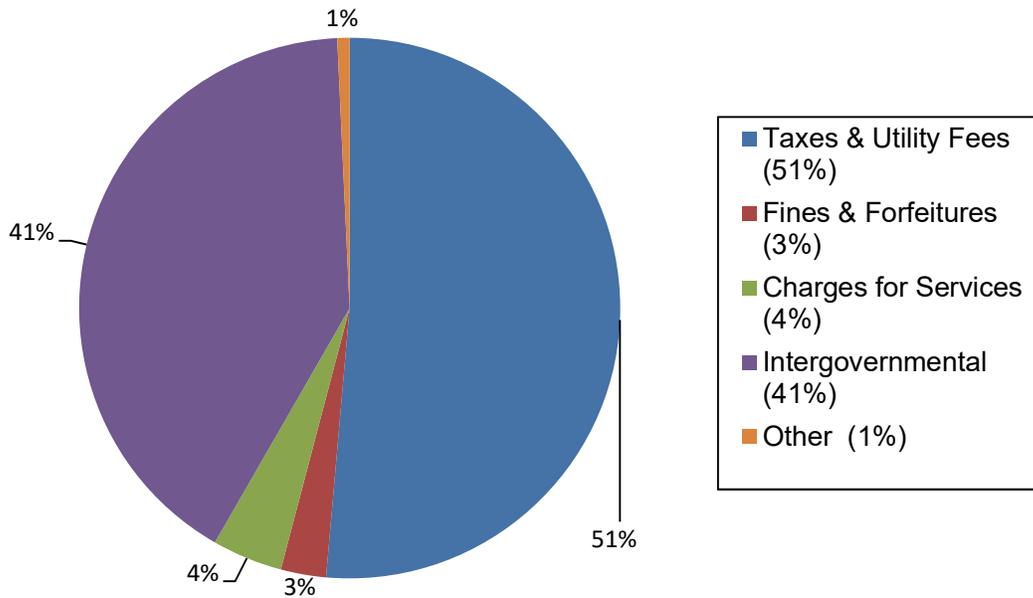
Budget Combined Revenues by Fund

TOTAL	\$35,947,529
General Fund (76%)	\$27,139,274
Stormwater Management Fund (2%)	\$704,500
Special Revenue Funds (20%)	\$7,302,755
Speed Camera Fund (2%)	\$801,000



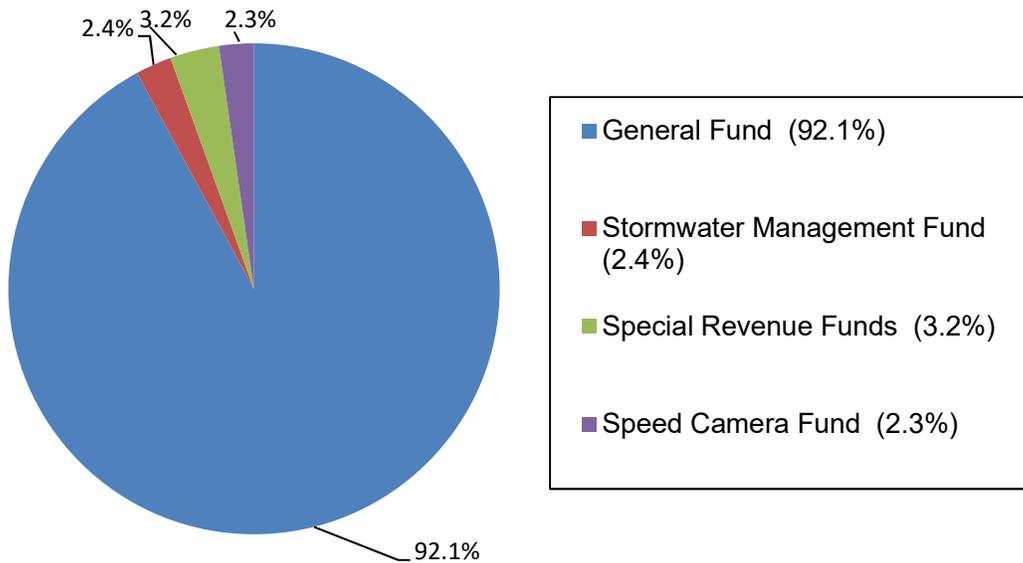
Budget Combined Revenues by Type

TOTAL	\$35,947,529
Taxes & Utility Fees (51%)	\$18,473,270
Fines & Forfeitures (3%)	\$976,000
Charges for Services (4%)	\$1,509,331
Intergovernmental (41%)	\$14,722,688
Other (1%)	\$266,240



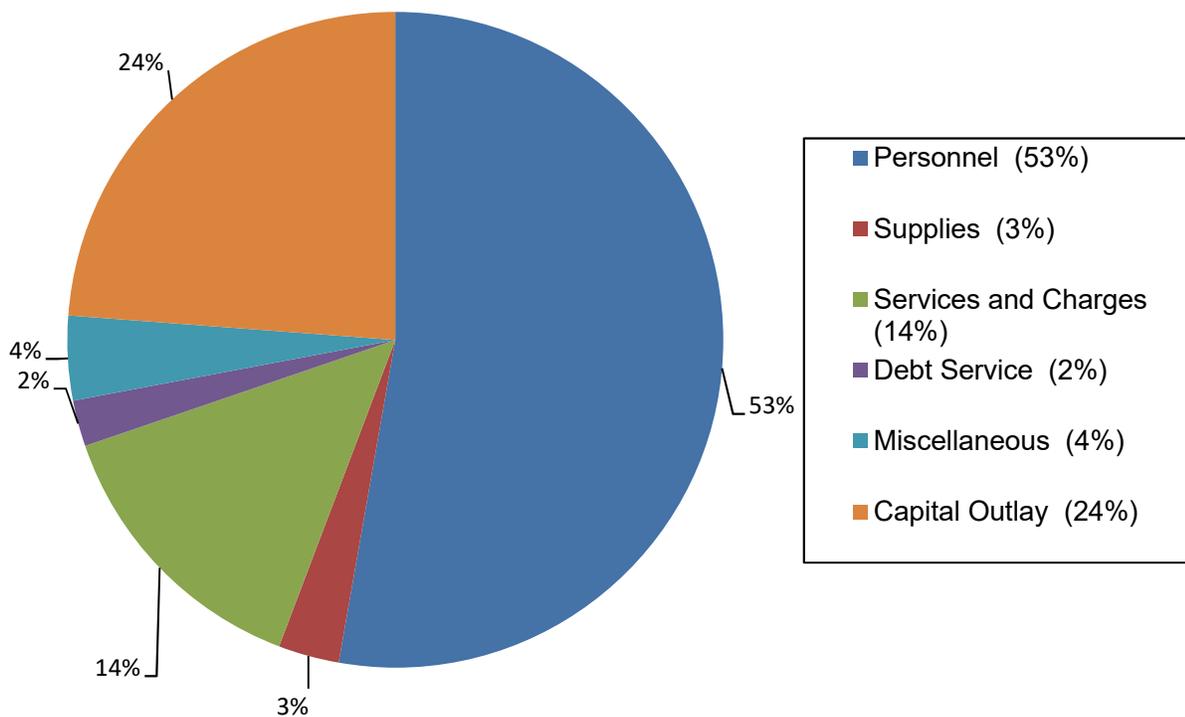
Budget Combined Expenditures by Fund

TOTAL	\$38,429,647
General Fund (92.1%)	\$35,401,249
Stormwater Management Fund (2.4%)	\$908,126
Special Revenue Funds (3.2%)	\$1,245,510
Speed Camera Fund (2.3%)	\$874,762



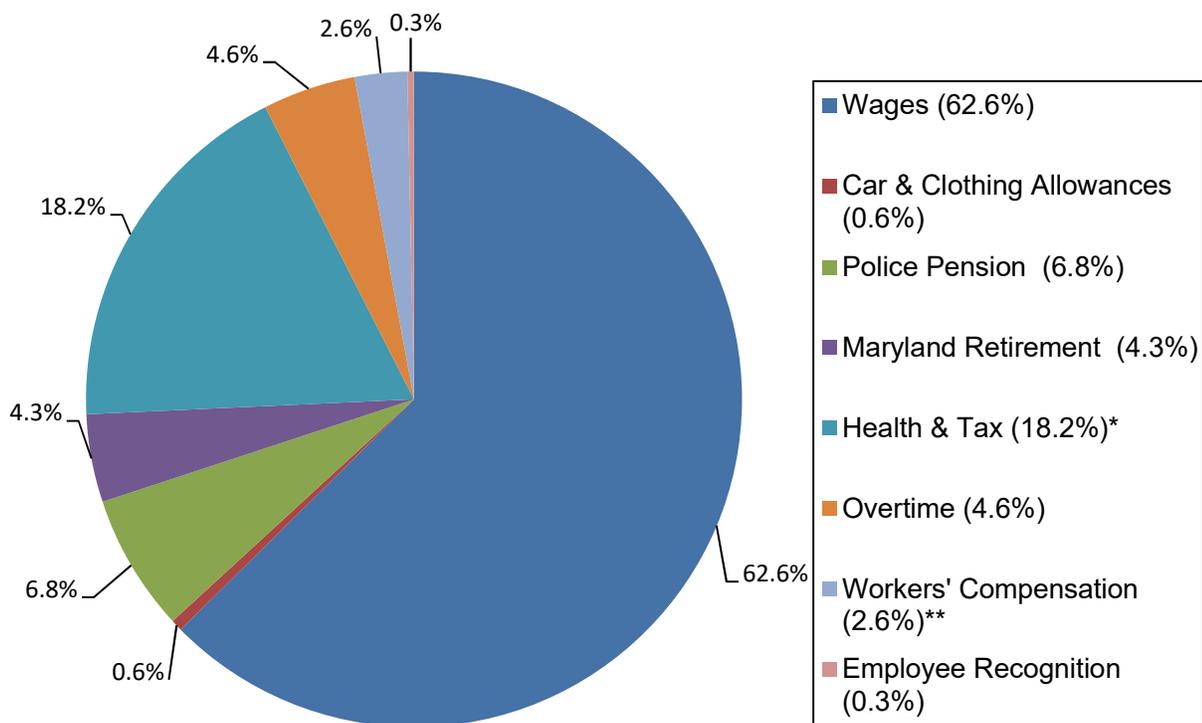
Budget Combined Expenditures by Type

Total	\$38,429,647
Personnel (53%)	\$20,280,082
Supplies (3%)	\$1,151,528
Services and Charges (14%)	\$5,373,619
Debt Service (2%)	\$871,460
Miscellaneous (4%)	\$1,600,443
Capital Outlay (24%)	\$9,152,515



Budget Combined Personnel Expenditures by Type

Personnel Subtotal	\$20,280,082
Wages (62.6%)	\$12,693,762
Car and Clothing Allowances (0.6%)	\$114,758
Police Pension (6.8%)	\$1,373,751
Maryland Retirement (4.3%)	\$879,420
Health & Tax (18.2%)*	\$3,699,781
Overtime (4.6%)	\$928,361
Workers' Compensation (2.6%)**	\$524,800
Employee Recognition (0.3%)	\$65,450



*Employee health benefits (provided by the City) & payroll taxes.

**Employee insurance coverage for work-related injuries or illnesses.

General Fund Summary

	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
REVENUES								
Taxes and utility fees	16,511,119	17,485,510	17,834,681	18,225,744	17,573,910	18,473,270	247,526	1.36%
Licenses and permits	107,513	84,908	66,942	83,606	84,000	104,500	20,894	24.99%
Fines and forfeitures	253,980	195,802	174,189	210,000	176,000	176,000	(34,000)	(16.19%)
Use of money and property	126,545	330,940	345,338	57,900	45,240	49,240	(8,660)	(14.96%)
Charges for service	1,188,260	1,228,834	980,290	558,366	492,508	808,331	249,965	44.77%
Intergovernmental	6,071,029	6,213,141	6,322,336	6,418,371	6,329,805	7,464,933	1,046,562	16.31%
Miscellaneous	111,121	194,199	163,187	79,675	44,212	63,000	(16,675)	(20.93%)
Total Revenues	24,369,567	25,733,334	25,886,963	25,633,662	24,745,675	27,139,274	1,505,612	5.87%
EXPENDITURES								
General Government	2,905,388	3,056,001	3,009,773	3,594,042	3,219,305	3,893,656	299,614	8.34%
Police	7,685,288	7,917,412	8,385,135	8,883,292	8,936,094	9,318,722	435,430	4.90%
Public Works	4,738,309	5,073,497	4,941,626	5,421,867	4,733,486	5,866,480	444,613	8.20%
Recreation	1,748,827	1,907,344	1,768,952	1,740,149	1,296,386	1,930,634	190,485	10.95%
Housing and Community Development	1,329,781	1,454,808	1,683,213	1,904,484	1,659,772	2,109,417	204,933	10.76%
Communications	512,517	507,869	529,330	614,918	511,444	727,996	113,078	18.39%
Library	1,270,738	1,319,114	1,317,662	1,433,334	1,186,478	1,361,464	(71,870)	(5.01%)
Non-Departmental	1,220,628	1,400,240	1,157,120	2,511,975	2,005,304	1,702,417	(809,558)	(32.23%)
Capital Outlay**	2,070,491	3,463,316	2,555,994	6,387,705	2,749,236	7,619,002	1,231,297	19.28%
Debt Service	982,447	919,868	916,403	743,005	743,005	871,460	128,455	17.29%
Total Expenditures	24,464,414	27,019,468	26,265,208	33,234,771	27,040,510	35,401,249	2,166,478	6.52%
Excess (deficiency) of revenues over expenditure	(94,847)	(1,286,134)	(378,245)	(7,601,109)	(2,294,835)	(8,261,975)	(660,866)	8.69%
OTHER FINANCING SOURCES (USES)								
Bond proceeds	9,125,459	-	-	-	-	-	-	-
Operating transfers in (out)	(58,180)	(41,718)	-	-	-	(65,000)	(65,000)	-
Total Other Financing Sources (Uses)	9,067,279	(41,718)	-	-	-	(65,000)	(65,000)	-
Excess (deficiency) of revenues and other financing sources over expenditure and other financing uses	8,972,432	(1,327,852)	(378,245)	(7,601,109)	(2,294,835)	(8,326,975)	(725,866)	9.55%
FUND BALANCE								
Beginning of year	13,097,678	22,070,110	20,742,258	20,364,013	20,364,013	18,069,179	(2,294,835)	(11.27%)
End of year	22,070,110	20,742,258	20,364,013	12,762,904	18,069,179	9,742,204	(3,020,700)	(23.67%)

** Note: The FY22 Library Construction expenditure (\$4.7 million) is partially funded by 2017 Series Bond which is designated to the restricted bond reserve and partially by the State Grant in the Special Revenue Fund.

General Fund - Fund Balance Projection Detail

	As Of			As Of			As Of
	30-Jun-20	Additions	Deletions	30-Jun-21	Additions	Deletions	30-Jun-22
Emergency Reserve	520,169	-	-	520,169	-	-	520,169
Equipment Replacement Reserve	3,906,954	600,000	615,517	3,891,437	700,000	1,082,123	3,509,314
WSSC Contribution for Future Street Work	97,516	-	-	97,516	-	-	97,516
Facility Maintenance Reserve	471,231	-	43,629	427,602		250,000	177,602
Non-spendable-Prepaid, Deposits, Inventory	11,612	12,000	6,631	16,981	12,000	11,000	17,981
Housing Reserve	1,078,509	10,000	610,000	478,509	229,000	210,000	497,509
Bond Reserve (Restricted)	7,973,064	-	1,300,000	6,673,064	-	4,550,479	2,122,585
Total Reserved/Non-spendable Fund Balance	14,059,056	622,000	2,575,777	12,105,279	941,000	6,103,602	6,942,677
Total Unassigned Fund Balance	6,304,957	-	341,057	5,963,900	-	3,164,373	2,799,527
Total Fund Balance	20,364,013			18,069,179			9,742,204

General Fund Revenues

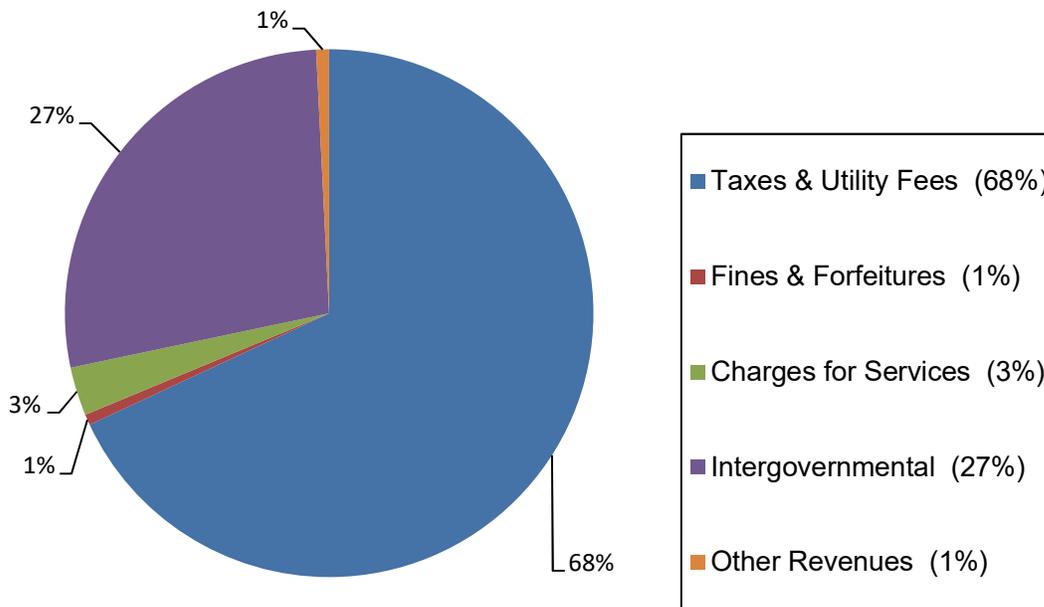
	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
							Adj. FY21 -	Adj. FY21 -
REVENUES BY SOURCE	FY18	FY19	FY20	FY21	FY21	FY22	FY22	FY22
Taxes and Utility Fees								
Real Property	12,094,212	12,621,745	13,132,607	13,548,565	13,527,910	13,917,270	368,705	2.72%
Personal Property	404,640	445,678	353,659	300,000	(150,000)	150,000	(150,000)	(50.00%)
RR and Public Utilities	230,185	242,116	202,230	242,000	200,000	200,000	(42,000)	(17.36%)
Penalties and Interest	37,561	46,162	49,438	46,000	31,000	40,000	(6,000)	(13.04%)
Admission and Amusement	127,029	138,280	98,162	69,300	15,000	60,000	(9,300)	(13.42%)
Additions and Abatements	(46,782)	(15,833)	(14,360)	(18,500)	(3,000)	(14,000)	4,500	(24.32%)
Highway	360,336	395,435	447,113	453,379	453,000	470,000	16,621	3.67%
Income Tax	3,303,938	3,611,927	3,565,831	3,585,000	3,500,000	3,650,000	65,000	1.81%
Total--Taxes and Utility Fees	16,511,119	17,485,510	17,834,681	18,225,744	17,573,910	18,473,270	247,526	1.36%
Licenses and Permits	107,513	84,908	66,942	83,606	84,000	104,500	20,894	24.99%
Fines and Forfeitures	253,980	195,802	174,189	210,000	176,000	176,000	(34,000)	(16.19%)
Use of Money and Property	126,545	330,940	345,338	57,900	45,240	49,240	(8,660)	(14.96%)
Charges for Services								
Inspection Fees	325,942	314,765	321,593	321,000	321,000	321,000	-	-
Public Parking Facilities	107,907	103,160	92,324	61,500	40,000	50,000	(11,500)	(18.70%)
Waste Collection & Disposal Charges	64,592	62,643	47,235	48,000	61,633	62,000	14,000	29.17%
Recreation Programs and Services	565,872	615,539	425,478	18,566	33,015	311,671	293,105	1578.72%
Library Fines and Fees	16,457	15,781	9,550	15,000	400	-	(15,000)	(100.00%)
Passport Services	59,860	64,855	41,380	50,000	3,000	30,000	(20,000)	(40.00%)
EV Charger	4,797	9,505	4,025	4,000	1,260	1,260	(2,740)	(68.50%)
Telephone Commissions	18	7	-	-	-	-	-	-
Special Trash Pickup	10,467	12,005	9,727	10,000	9,000	9,800	(200)	(2.00%)
Recyclable Sales	184	342	292	300	900	300	-	-
Mulch Sales	21,827	22,416	25,324	22,000	22,000	22,000	-	-
Advertising--Bus Shelters	4,617	1,992	293	2,100	300	300	(1,800)	(85.71%)
Farmer's Market	5,720	5,824	3,069	5,900	-	-	(5,900)	(100.00%)
Total--Charges for Services	1,188,260	1,228,834	980,290	558,366	492,508	808,331	249,965	44.77%

General Fund Revenues - Continued

REVENUES BY SOURCE	Audited FY18	Audited FY19	Audited FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj. FY21 - FY22	Change (%) Adj. FY21 - FY22
Intergovernmental Revenues								
Police Protection (State)	457,251	453,058	461,499	445,000	445,000	452,000	7,000	1.57%
Federal Emergency/Homeland Grant	-	-	50,158	-	22,000	-	-	-
CARES Act	-	-	124,151	279,499	279,499	-	(279,499)	(100.00%)
Revenue -ARPA	-	-	-	-	-	1,191,900	1,191,900	-
State & County Projects	10,595	93,540	19,177	-	-	-	-	-
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643	-	-
Library Aid	168,704	186,058	182,499	185,973	185,000	176,742	(9,231)	(4.96%)
Police Rebate	1,013,685	1,104,672	1,172,721	1,126,000	1,126,000	1,263,255	137,255	12.19%
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,615,740	2,515,147	2,575,799	(39,941)	(1.53%)
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	761,121	17,922	2.41%
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	74,671	1,758	2.41%
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	186,782	4,398	2.41%
Takoma/Langley Rec. Agreement	85,020	85,020	85,020	85,020	85,020	85,020	-	-
Hotel Motel Tax	121,430	117,251	92,027	59,000	54,000	90,000	31,000	52.54%
Cable Franchise Fees	244,920	231,298	215,745	214,000	214,000	212,000	(2,000)	(0.93%)
Cable--Operating	450,138	422,957	400,051	404,000	400,000	390,000	(14,000)	(3.47%)
Total--Intergovernmental Revenues	6,071,029	6,213,141	6,322,334	6,418,371	6,329,805	7,464,933	1,046,562	16.31%
Miscellaneous								
Tree Fund	25,000	25,000	25,000	25,000	25,000	25,000	-	-
Sales of Impounded Property	-	-	-	-	212	-	-	-
Other Miscellaneous	17,002	23,441	60,745	23,000	15,000	15,000	(8,000)	(34.78%)
Insurance Claims	20,787	7,918	21,004	3,000	3,000	3,000	-	-
Administrative Fees--Parking	3,625	2,305	75	2,000	-	-	(2,000)	(100.00%)
Federal Grant	3,200	7,907	7,675	5,675	-	-	(5,675)	(100.00%)
Sale of City Property	40,400	21,439	44,788	20,000	1,000	20,000	-	-
Donations	1,107	106,187	3,900	1,000	-	-	(1,000)	(100.00%)
Total--Miscellaneous	111,121	194,198	163,187	79,675	44,212	63,000	(16,675)	(20.93%)
Total General Fund Revenues (\$)	24,369,567	25,733,334	25,886,959	25,633,662	24,745,675	27,139,274	1,505,612	5.87%

General Fund Revenues by Type

TOTAL	\$27,139,274
Taxes & Utility Fees (68%)	\$18,473,270
Fines & Forfeitures (1%)	\$176,000
Charges for Services (3%)	\$808,331
Intergovernmental (27%)	\$7,464,933
Other Revenues (1%)	\$216,740



General Fund Revenue - Supplemental Information

Real Property Tax

All real property within the corporate limits of Takoma Park is subject to real property tax. The State Department of Assessments and Taxation (SDAT) reassesses real property every three years, and tax bills are based on those assessments. Increases in assessed value are phased in over a three-year period; increases are capped at ten percent per year, even if that takes more than three years.

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The City Council sets the tax rate. The tax rate for FY22 is \$0.5397 per \$100 of assessed valuation.

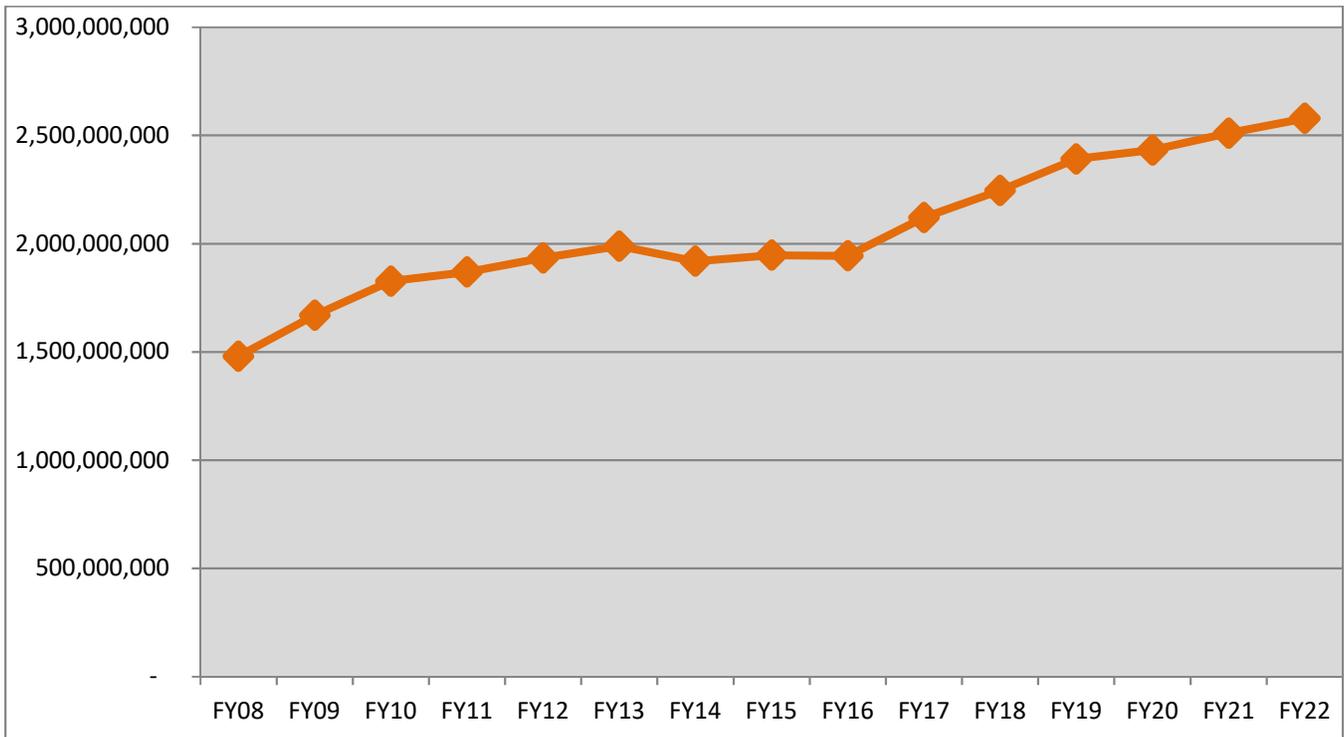
Real Property Tax Ten Year Revenue Bar Graph										
	Actual	Adjusted	Adopted							
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Real Property (\$)	11,496,733	10,974,639	11,016,039	11,516,876	11,998,604	12,094,212	12,621,745	13,132,607	13,548,565	13,917,270

General Fund Revenue - Supplemental Information



Assessed Value of Real Property

The chart below tracks the total value of real estate property that the city levies real property tax on from FY08 to FY22.



General Fund Revenue - Supplemental Information

Personal Property Tax

The City of Takoma Park’s personal property tax rate for FY22 is \$1.55 per \$100 of assessed value. In accordance with Maryland law, the personal property tax rate only applies to businesses. The City Council sets the tax rate.

Personal Prop Tax Ten Year Revenue Bar Graph

	Actual	Adjusted	Adopted							
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Personal Property (\$)	398,034	338,582	339,906	375,018	410,678	404,640	445,678	353,659	300,000	150,000



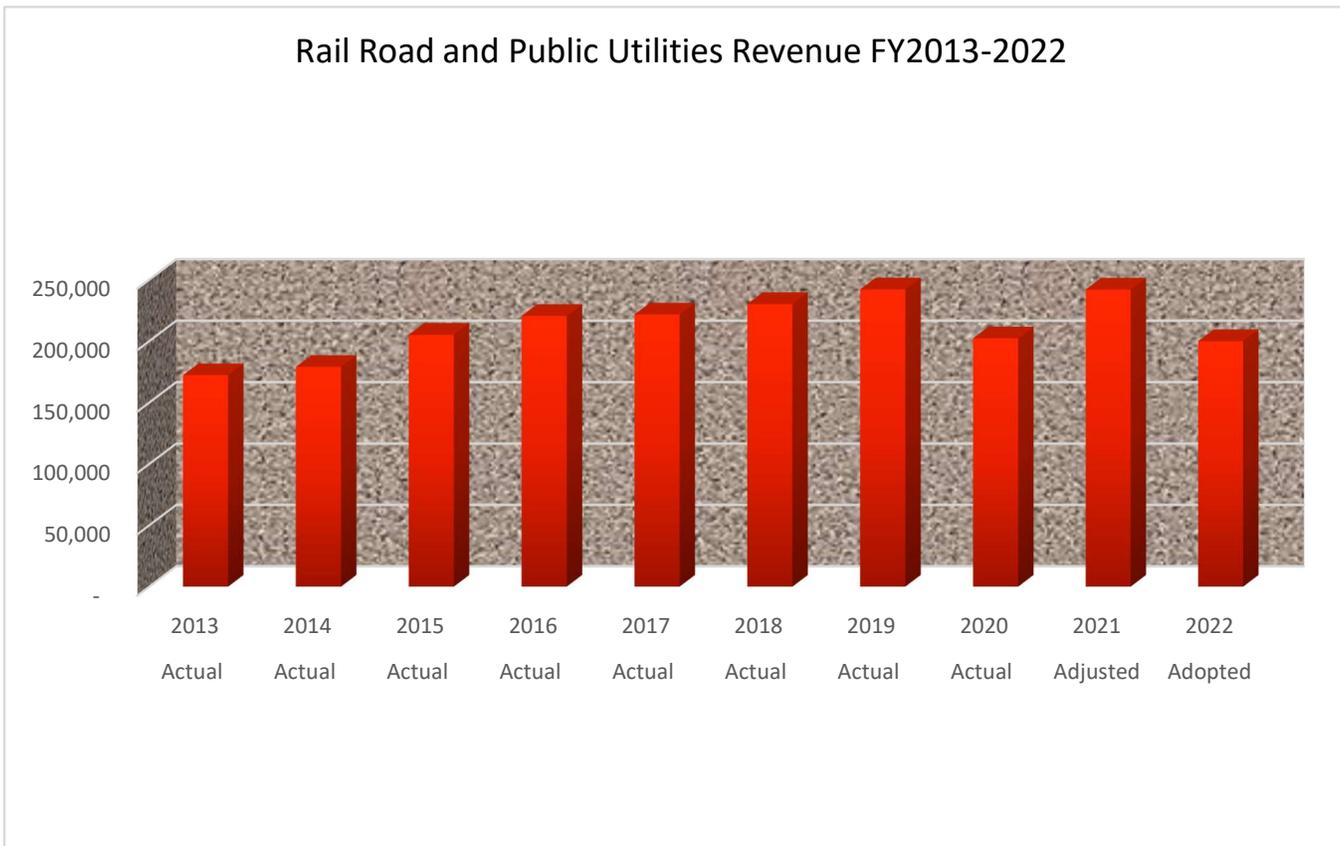
General Fund Revenue - Supplemental Information

Railroad and Public Utilities

Revenues in this category are the real and personal property taxes levied on public utilities, including Washington Gas and PEPCO. The tax rate for FY22 is \$1.57 per \$100 of assessed value. The City Council sets the tax rate.

Rail Road & Public Utility Ten Year Revenue Bar Graph

	Actual	Adjusted	Adopted							
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Rail Road and Public Utilities (\$)	172,326	179,065	205,203	220,552	221,706	230,185	242,116	202,230	242,000	200,000



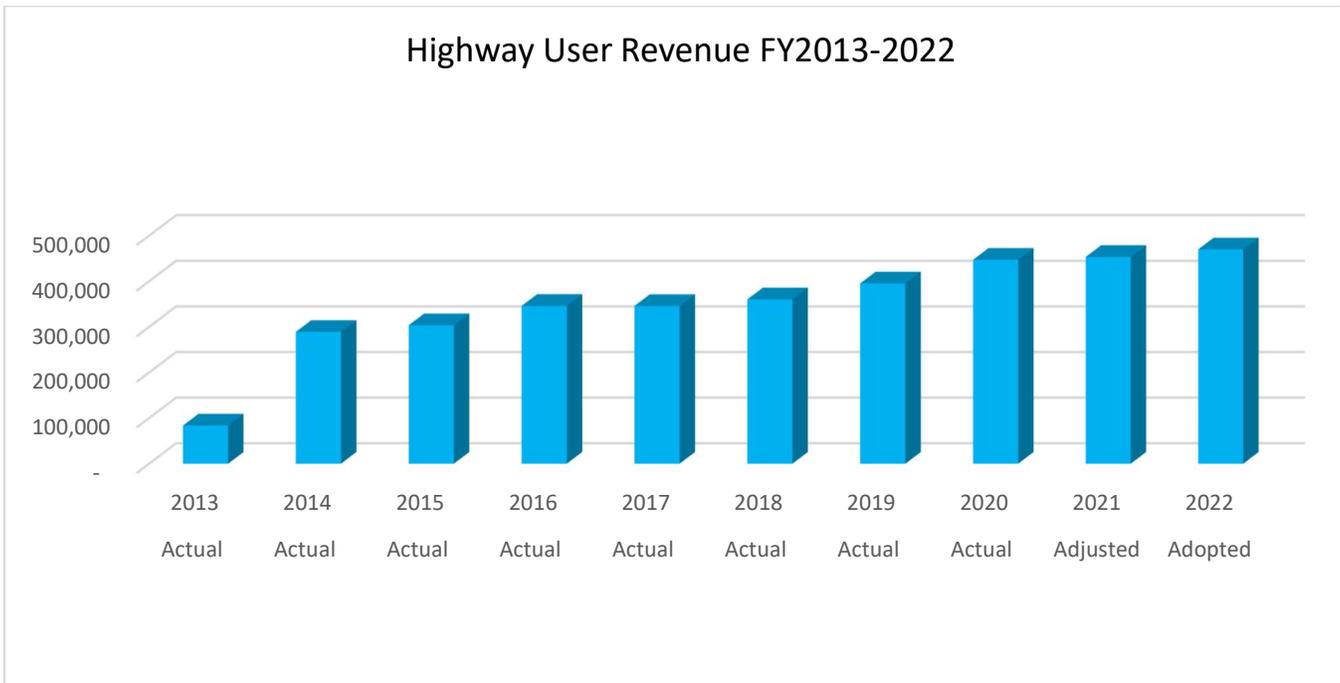
General Fund Revenue - Supplemental Information

Highway User Revenue

Highway user revenue is the City’s share of gasoline tax, vehicle titling tax, and vehicle registration fees collected by the State.

Highway User Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Highway User (\$)	83,667	289,165	303,608	346,015	345,873	360,336	395,435	447,113	453,379	470,000



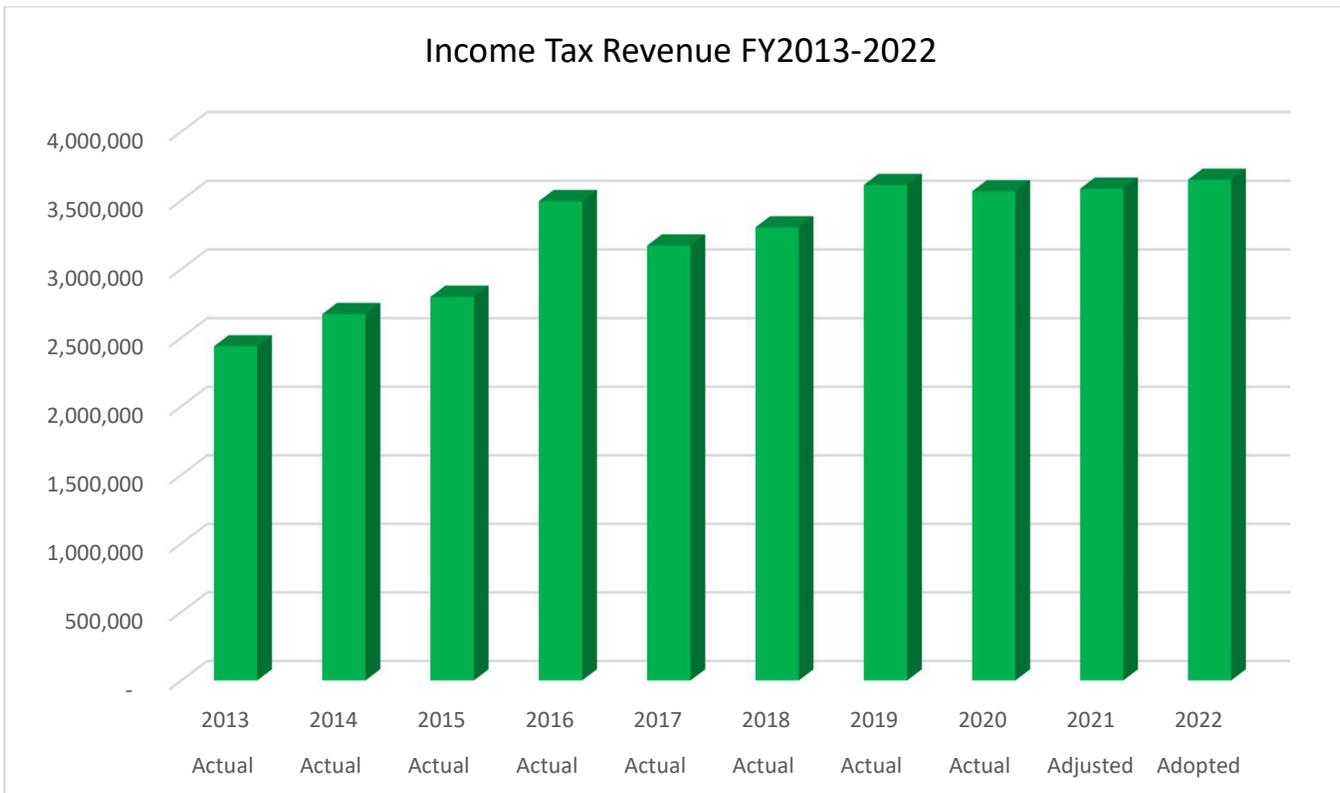
General Fund Revenue - Supplemental Information

Income Tax

Maryland counties have the option of imposing a State-collected local surtax that is applied to Maryland State taxable income. Montgomery County's income tax rate is currently 3.2 percent. In accordance with Maryland law, municipalities within the County receive 17 percent of County income tax collected within the municipality.

Income Tax Ten Year Revenue Bar Graph

	Actual	Adjusted	Adopted							
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Income Tax (\$)	2,437,127	2,671,765	2,797,878	3,494,273	3,171,194	3,303,938	3,611,927	3,565,831	3,585,000	3,650,000



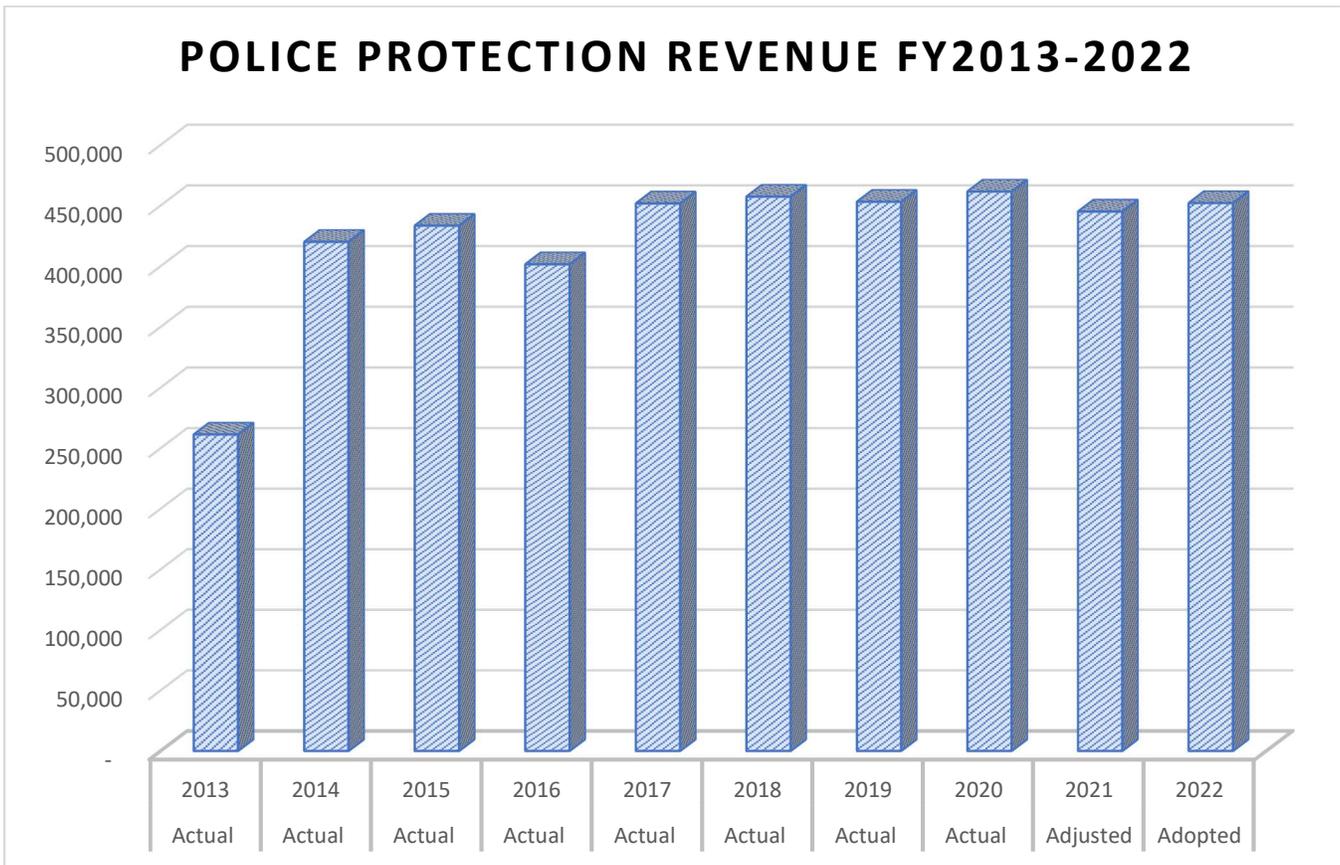
General Fund Revenue - Supplemental Information

Police Protection Grant

Maryland law provides for grants to political subdivisions throughout the State for police protection. Monies received from the State are based upon annual reports of the City's police expenditures.

Police Protection Ten Year Revenue Bar Graph

	Actual	Adjusted	Adopted							
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Police Protection (State) (\$)	261,254	420,029	433,382	401,570	451,694	457,251	453,058	461,499	445,000	452,000



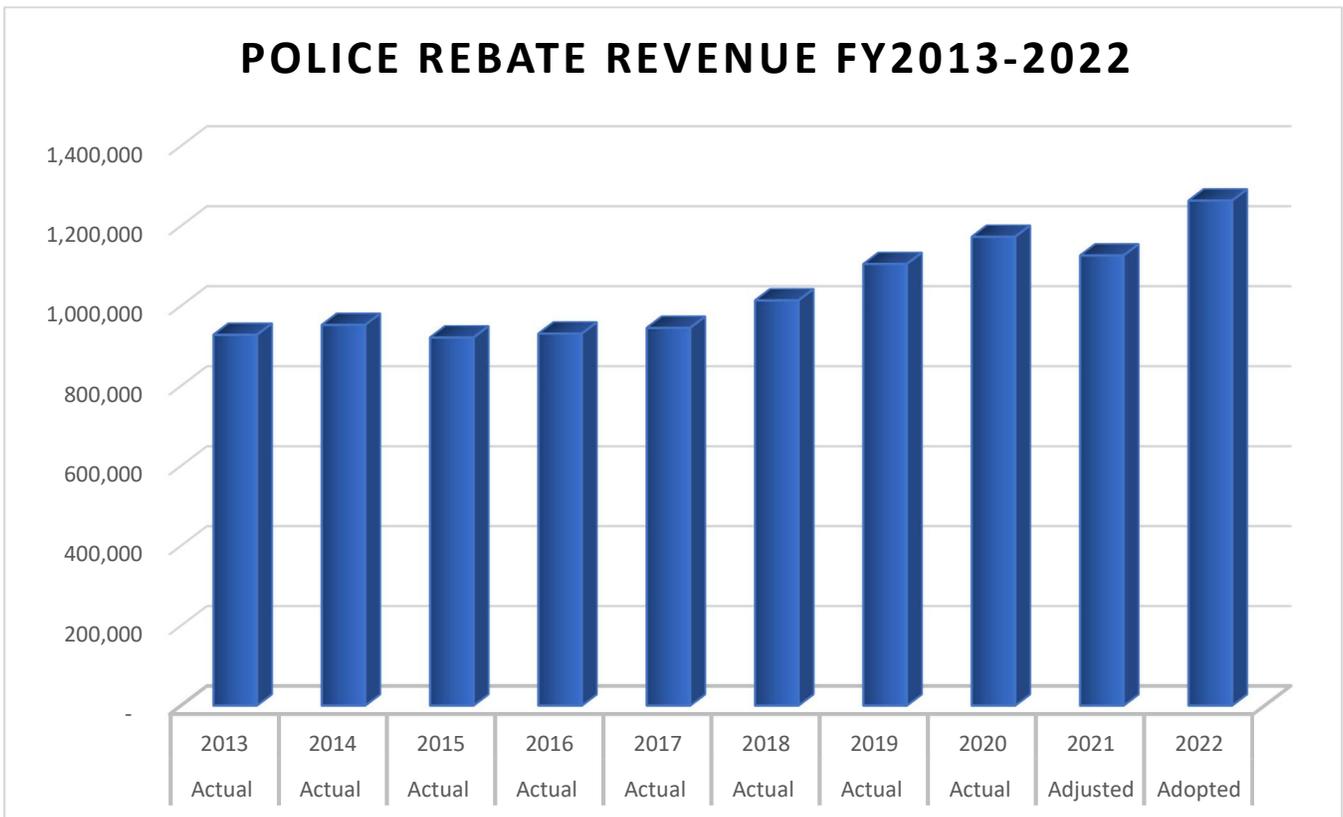
General Fund Revenue - Supplemental Information

County Police Rebate

Montgomery County provides financial support for police services in accordance with the County Code enacted in 1949. Payment to the City is based on a formula, which uses \$0.048 per \$100 of assessable based tax rate with “full value assessment” levied on real property. Most of the money received by the city for police services is from tax duplication payments (see next page).

County Police Rebate Ten Year Revenue Bar Graph

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Police Rebate (\$)	927,663	952,413	920,996	930,658	945,118	1,013,685	1,104,672	1,172,721	1,126,000	1,263,255



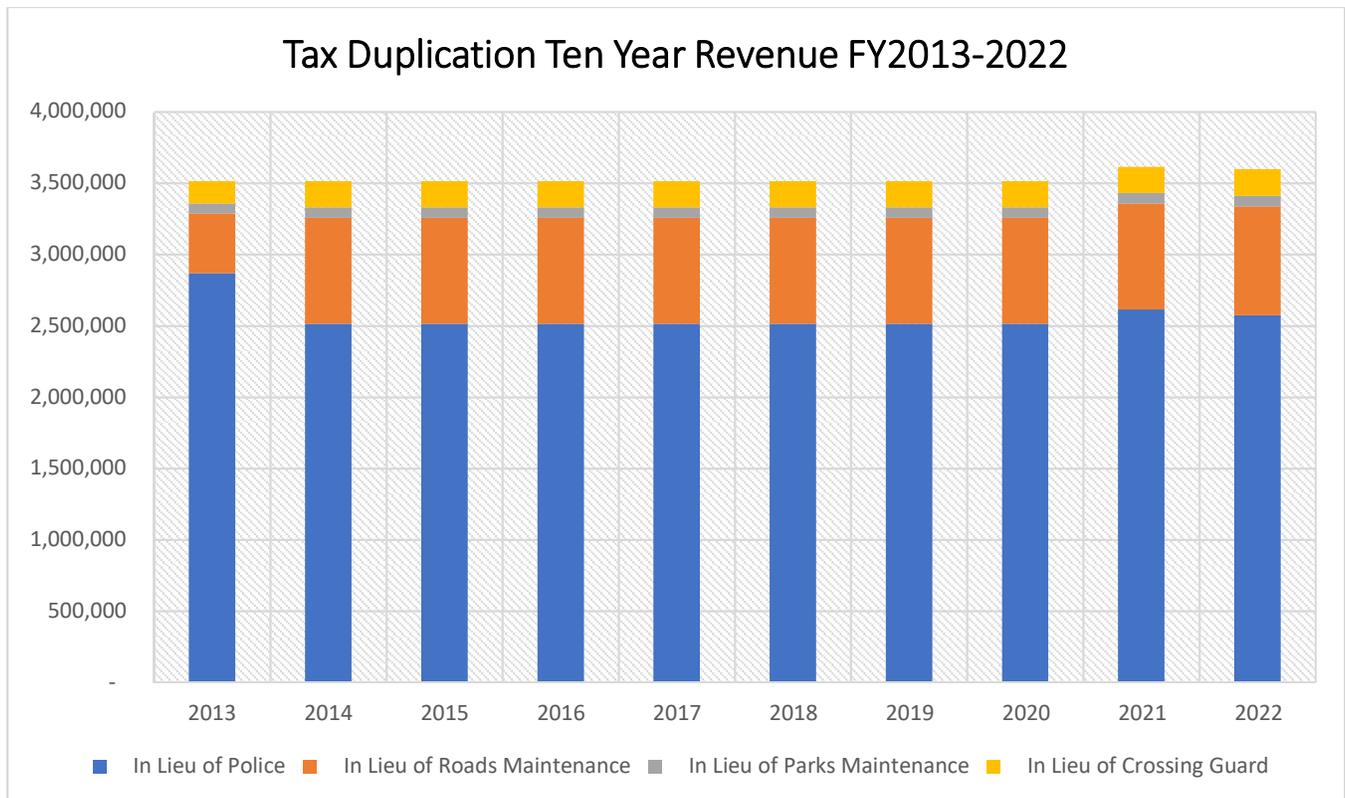
General Fund Revenue - Supplemental Information

Tax Duplication (or in Lieu of) Payments

Tax duplication payments are intended to reimburse municipalities for the services provided that would otherwise be provided by the County. Reimbursements are based on the audited cost of eligible services during the fiscal year two years prior to the budget year. The City is reimbursed for police services, road maintenance, parks maintenance, and crossing guards.

Tax Duplication Ten Year Revenue Bar Graph

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Adjusted 2021	Adopted 2022
In Lieu of Police (\$)	2,868,931	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,615,740	2,575,799
In Lieu of Roads Maintenance (\$)	420,737	743,199	743,199	743,199	743,199	743,199	743,199	743,199	743,199	761,121
In Lieu of Parks Maintenance (\$)	68,788	72,913	72,913	72,913	72,913	72,913	72,913	72,913	72,913	74,671
In Lieu of Crossing Guard (\$)	155,187	182,384	182,384	182,384	182,384	182,384	182,384	182,384	182,384	186,782

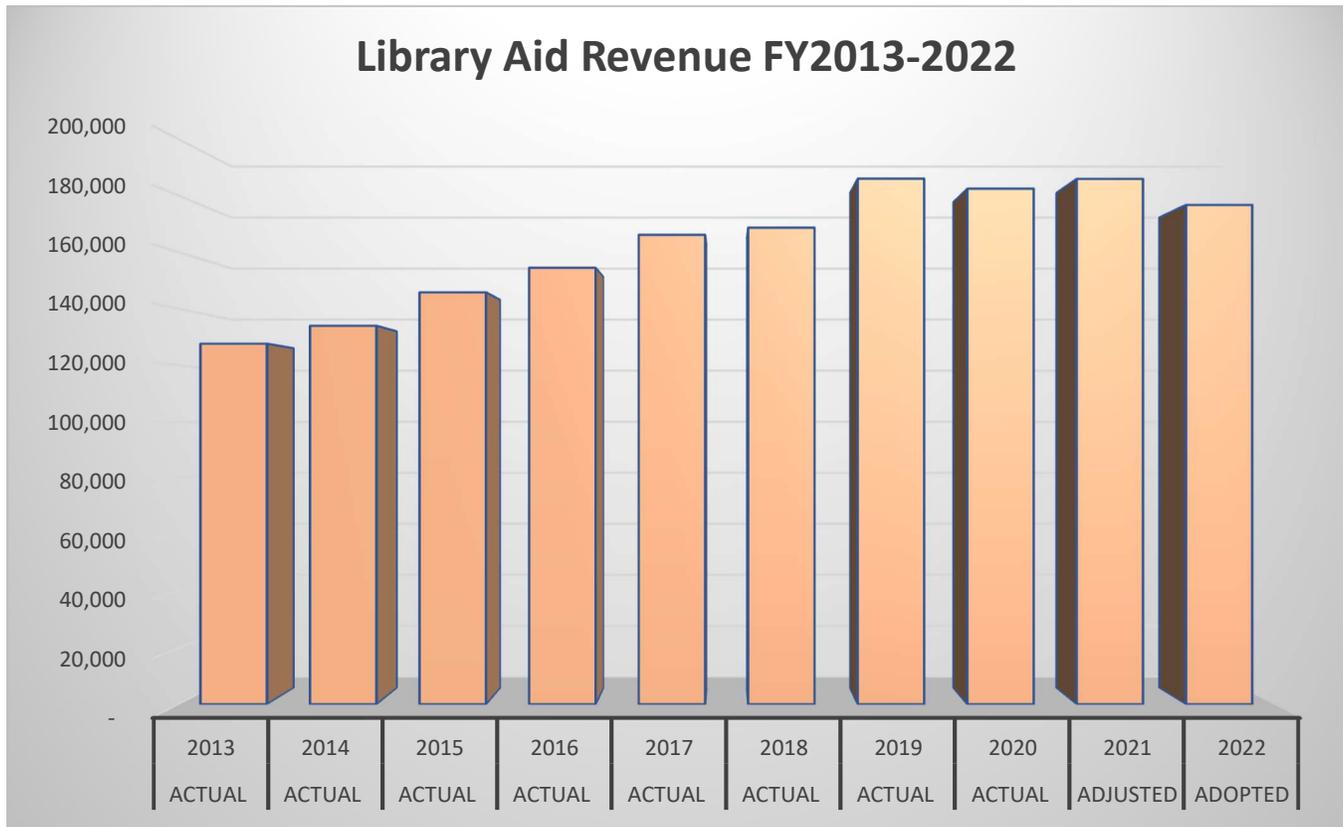


General Fund Revenue - Supplemental Information

Library Aid

Montgomery County provides a payment to the City to support the operation of the Takoma Park Library. The payment, which began prior to the unification of Takoma Park into one county, is a function of the County's Library expenditures and the City's assessable base. It is not a tax duplication payment.

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Library Aid (\$)	95,900	127,618	133,959	145,801	154,498	166,169	168,704	186,058	188,329	185,973



General Fund Revenue - Supplemental Information

FY20 Principal Property Taxpayers *

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
JBG Takoma Retail Center LLC	\$38,211,765	1	1.57%
Saul Subsidiary I LTD Partnership	32,979,400	2	1.35%
Orlo Takoma LLC	20,091,467	3	0.82%
Park Ritchie LLC	19,446,600	4	0.80%
MHP Parkview Towers LLP	15,613,911	5	0.64%
Takoma Business Center LLC	14,549,467	6	0.60%
Takoma Park Land LLP	11,695,133	7	0.48%
Takoma Tower LP	10,561,500	8	0.43%
Hampshire Lodging LLC	9,844,567	9	0.40%
Maple View Apartments LLC	<u>9,456,767</u>	10	<u>0.39%</u>
Total	<u>\$182,450,577</u>		<u>7.48%</u>

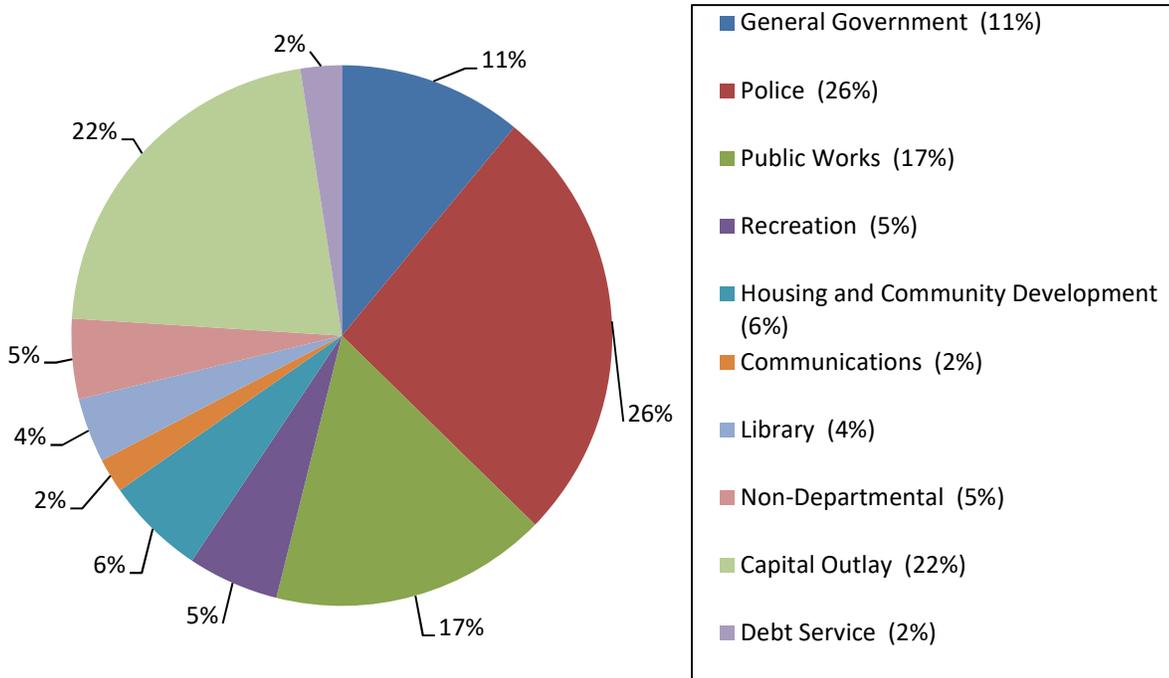
FY20 Principal Employers *

Employer	Employees	Rank	Percentage of Total City Employment
Montgomery College	833	1	14.30%
City of Takoma Park	258	2	4.43%
Montgomery County Public Schools	246	3	4.22%
Washington Adventist University	150	4	2.58%
Adventist Healthcare (TP Campus)	140	5	2.40%
Genesis HealthCare - Sligo Creek Center	92	6	1.58%
Republic	58	7	1.00%
Don Bosco Cristo Rey High School	48	8	0.82%
Takoma Park / Silver Spring Co-Op	30	9	0.52%
IHOP	<u>12</u>	10	<u>0.21%</u>
Total	<u>1,867</u>		<u>32.06%</u>

*FY20 is the most current data available.

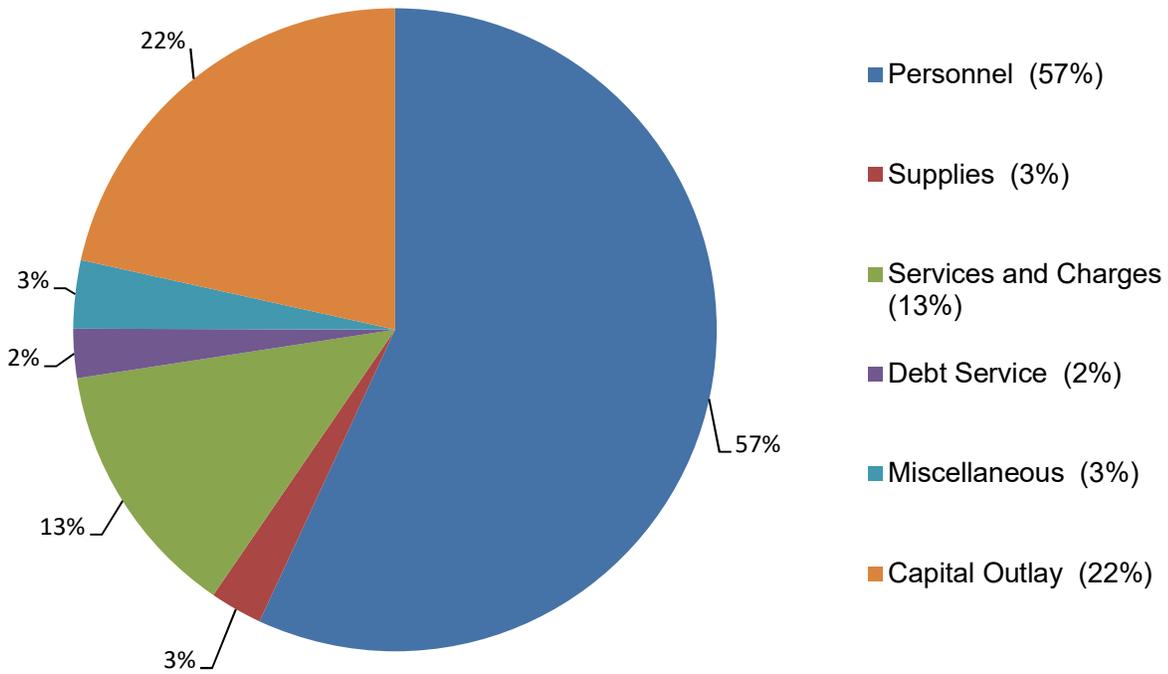
General Fund Expenditures by Activity

TOTAL EXPENDITURES	\$35,401,249
General Government (11%)	\$3,893,655
Police (26%)	\$9,318,722
Public Works (17%)	\$5,866,480
Recreation (5%)	\$1,930,634
Housing and Community Development (6%)	\$2,109,416
Communications (2%)	\$727,996
Library (4%)	\$1,361,464
Non-Departmental (5%)	\$1,702,417
Capital Outlay (22%)	\$7,619,005
Debt Service (2%)	\$871,460



General Fund Expenditures by Type

TOTAL	35,401,249
Personnel (57%)	20,149,774
Supplies (3%)	931,028
Services and Charges (13%)	4,614,519
Debt Service (2%)	871,460
Miscellaneous (3%)	1,215,463
Capital Outlay (22%)	7,619,005



General Fund Expenditures

	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
							Adj. FY21 -	Adj. FY21 -
<u>EXPENDITURES BY DIVISION</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY21</u>	<u>FY22</u>	<u>FY22</u>	<u>FY22</u>
General Government								
1100 - Legislative								
Personnel Expenses	109,428	112,316	115,144	116,509	108,746	114,523	(1,986)	(1.70%)
Other Operating Expenses	90,129	100,266	62,146	127,419	113,339	58,541	(68,878)	(54.06%)
Division Total	199,557	212,582	177,290	243,928	222,085	173,064	(70,864)	(29.05%)
1120 - City Administration								
Personnel Expenses	529,662	547,948	517,368	512,500	444,386	613,802	101,302	19.77%
Other Operating Expenses	94,274	142,626	118,037	189,850	181,200	337,406	147,556	77.72%
Division Total	623,936	690,574	635,405	702,350	625,586	951,208	248,858	35.43%
1130 - Finance								
Personnel Expenses	516,013	544,839	542,149	608,773	496,612	636,547	27,774	4.56%
Other Operating Expenses	73,979	85,280	77,844	105,632	94,124	132,665	27,033	25.59%
Division Total	589,992	630,119	619,993	714,405	590,736	769,212	54,807	7.67%
1140 - Legal								
Personnel Expenses	-	-	-	-	-	-	-	-
Other Operating Expenses	212,731	235,046	248,106	361,200	359,000	254,000	(107,200)	(29.68%)
Division Total	212,731	235,046	248,106	361,200	359,000	254,000	(107,200)	(29.68%)
1150 - Information System								
Personnel Expenses	376,275	406,041	442,439	487,000	426,944	512,560	25,560	5.25%
Other Operating Expenses	220,060	191,743	212,278	288,383	293,002	353,379	64,996	22.54%
Division Total	596,335	597,784	654,717	775,383	719,946	865,939	90,556	11.68%
1160 - Human Resources								
Personnel Expenses	310,565	355,441	315,635	341,000	294,156	386,525	45,525	13.35%
Other Operating Expenses	83,047	76,583	97,481	177,300	156,687	156,558	(20,742)	(11.70%)
Division Total	393,612	432,024	413,116	518,300	450,843	543,083	24,783	4.78%
1170 - City Clerk								
Personnel Expenses	269,223	235,666	242,762	257,914	233,057	315,034	57,120	22.15%
Other Operating Expenses	20,002	22,203	18,383	20,562	18,052	22,115	1,553	7.55%
Division Total	289,225	257,869	261,145	278,476	251,109	337,149	58,673	21.07%
Total General Government	2,905,387	3,055,998	3,009,772	3,594,042	3,219,305	3,893,655	299,613	8.34%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
Police								
2100 – Office of Chief								
Personnel Expenses	299,351	524,889	669,914	665,930	643,171	684,758	18,828	2.83%
Other Operating Expenses	268,516	296,423	264,589	388,786	365,214	388,902	116	0.03%
Division Total	567,867	821,312	934,503	1,054,716	1,008,385	1,073,660	18,944	1.80%
2200 – Communications								
Personnel Expenses	432,884	515,982	587,071	576,208	497,914	593,082	16,874	2.93%
Other Operating Expenses	38,841	23,485	23,233	33,140	33,140	34,735	1,595	4.81%
Division Total	471,725	539,467	610,304	609,348	531,054	627,817	18,469	3.03%
2300 – Operations/Patrol								
Personnel Expenses	3,741,419	3,637,521	3,922,174	3,889,845	4,368,639	4,008,367	118,522	3.05%
Other Operating Expenses	179,374	128,824	112,510	161,860	131,897	119,411	(42,449)	(26.23%)
Division Total	3,920,793	3,766,345	4,034,684	4,051,705	4,500,536	4,127,778	76,073	1.88%
2400 – CID Investigations								
Personnel Expenses	1,550,660	1,392,511	1,491,678	1,700,380	1,569,241	1,933,461	233,081	13.71%
Other Operating Expenses	49,284	49,413	47,414	64,160	60,899	71,552	7,392	11.52%
Division Total	1,599,944	1,441,924	1,539,092	1,764,540	1,630,140	2,005,013	240,473	13.63%
2500 – Administration								
Personnel Expenses	691,648	837,594	754,345	698,917	661,585	781,338	82,421	11.79%
Other Operating Expenses	107,090	113,240	99,415	134,688	80,895	133,543	(1,145)	(0.85%)
Division Total	798,738	950,834	853,760	833,605	742,480	914,881	81,276	9.75%
2600 – Neighborhood Services								
Personnel Expenses	312,900	364,032	378,795	455,250	413,870	470,283	15,033	3.30%
Other Operating Expenses	13,321	55,869	33,997	114,128	109,628	99,290	(14,838)	(13.00%)
Division Total	326,221	419,901	412,792	569,378	523,498	569,573	195	0.03%
Total Police	7,685,288	7,939,783	8,385,135	8,883,292	8,936,093	9,318,722	435,430	4.90%
Public Works								
3100 – Administration								
Personnel Expenses	378,440	412,459	254,642	354,768	276,683	426,178	71,410	20.13%
Other Operating Expenses	122,814	199,411	58,029	53,231	41,365	48,382	(4,849)	(9.11%)
Division Total	501,254	611,870	312,671	407,999	318,048	474,560	66,561	16.31%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
3200 – Building Maintenance								
Personnel Expenses	452,857	467,972	424,912	506,877	405,072	497,156	(9,721)	(1.92%)
Other Operating Expenses	382,419	420,067	432,547	495,500	442,499	462,400	(33,100)	(6.68%)
Division Total	835,276	888,039	857,459	1,002,377	847,571	959,556	(42,821)	(4.27%)
3300 – Equipment Maintenance								
Personnel Expenses	285,162	307,736	247,506	295,434	274,058	295,698	264	0.09%
Other Operating Expenses	188,226	223,068	186,179	218,620	178,302	206,629	(11,991)	(5.48%)
Division Total	473,388	530,804	433,685	514,054	452,360	502,327	(11,727)	(2.28%)
3400 – Right of Way								
Personnel Expenses	660,387	724,561	654,728	660,804	572,274	695,845	35,041	5.30%
Other Operating Expenses	409,179	411,183	372,856	274,289	224,400	277,145	2,856	1.04%
Division Total	1,069,566	1,135,744	1,027,584	935,093	796,674	972,990	37,897	4.05%
3500 – Solid Waste								
Personnel Expenses	733,411	746,586	833,096	788,700	792,236	806,326	17,626	2.23%
Other Operating Expenses	319,728	345,372	420,191	406,824	444,800	440,715	33,891	8.33%
Division Total	1,053,139	1,091,958	1,253,287	1,195,524	1,237,036	1,247,041	51,517	4.31%
3600 – Sustainability								
Personnel Expenses	-	-	151,087	194,264	150,567	193,855	(409)	(0.21%)
Other Operating Expenses	-	3,374	57,072	343,075	261,850	342,850	(225)	(0.07%)
Division Total	-	3,374	208,159	537,339	412,417	536,705	(634)	(0.12%)
3700 – Vegetation Management								
Personnel Expenses	233,193	194,594	244,686	252,762	162,786	366,673	113,911	45.07%
Other Operating Expenses	25,173	24,723	29,108	29,600	27,500	29,600	-	-
Division Total	258,366	219,317	273,794	282,362	190,286	396,273	113,911	40.34%
3800 – Urban Forest								
Personnel Expenses	112,083	120,469	96,802	90,350	74,320	124,897	34,547	38.24%
Other Operating Expenses	108,665	144,383	191,047	168,850	151,850	204,850	36,000	0
Division Total	220,748	264,852	287,849	259,200	226,170	329,747	70,547	27.22%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
3900 – City Engineer								
Personnel Expenses	206,808	214,740	203,955	167,718	140,425	173,431	5,713	3.41%
Other Operating Expenses	119,764	111,976	83,183	120,200	112,500	273,850	153,650	127.83%
Division Total	326,572	326,716	287,138	287,918	252,925	447,281	159,363	55.35%
Total Public Works	4,738,309	5,072,674	4,941,626	5,421,866	4,733,487	5,866,480	444,614	8.20%
Recreation								
4100 – Administration								
Personnel Expenses	276,351	460,317	481,063	430,273	403,331	443,792	13,519	3.14%
Other Operating Expenses	70,438	81,015	78,298	92,753	61,292	90,550	(2,203)	(2.38%)
Division Total	346,789	541,332	559,361	523,026	464,623	534,342	11,316	2.16%
4200 – Youth Outreach								
Personnel Expenses	28,395	201,556	209,997	210,401	164,291	218,894	8,493	4.04%
Other Operating Expenses	1,076	52,419	20,423	56,850	36,350	51,650	(5,200)	(9.15%)
Division Total	29,471	253,975	230,420	267,251	200,641	270,544	3,293	1.23%
4300 – Recreation Center								
Personnel Expenses	210,948	150,289	151,151	94,318	74,817	157,412	63,094	66.89%
Other Operating Expenses	39,955	33,216	26,053	40,600	24,700	35,400	(5,200)	(12.81%)
Division Total	250,903	183,505	177,204	134,918	99,517	192,812	57,894	42.91%
4400 – Community Programs								
Personnel Expenses	118,292	154,737	158,617	165,654	128,102	181,149	15,495	9.35%
Other Operating Expenses	65,025	60,299	45,180	54,925	33,001	47,550	(7,375)	(13.43%)
Division Total	183,317	215,036	203,797	220,579	161,103	228,699	8,120	3.68%
4500 – Facilities and Athletic Fields								
Personnel Expenses	14,764	-	-	-	-	-	-	-
Other Operating Expenses	46,033	82,180	58,615	83,500	69,000	84,500	1,000	1.20%
Division Total	60,797	82,180	58,615	83,500	69,000	84,500	1,000	1.20%
4600 – Camps								
Personnel Expenses	76,451	67,290	46,124	14,009	7,000	93,108	79,099	564.63%
Other Operating Expenses	40,285	58,018	45,620	25,420	17,200	16,100	(9,320)	(36.66%)
Division Total	116,736	125,308	91,744	39,429	24,200	109,208	69,779	176.97%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY18	Audited FY19	Audited FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj. FY21 - FY22	Change (%) Adj. FY21 - FY22
4700 – Before/After School Program								
Personnel Expenses	91,854	106,204	69,506	48,903	28,700	122,148	73,245	149.78%
Other Operating Expenses	7,107	7,807	7,075	4,850	3,850	13,050	8,200	169.07%
Division Total	98,961	114,011	76,581	53,753	32,550	135,198	81,445	151.52%
4800 – Community Center								
Personnel Expenses	528,204	282,861	288,647	322,293	183,252	279,931	(42,362)	(13.14%)
Other Operating Expenses	133,649	109,134	82,582	95,400	61,500	95,400	-	-
Division Total	661,853	391,995	371,229	417,693	244,752	375,331	(42,362)	(10.14%)
Total Recreation	1,748,827	1,907,342	1,768,951	1,740,149	1,296,386	1,930,634	190,485	10.95%
Housing and Community Development								
5400 – Planning and Development Services								
Personnel Expenses	236,749	274,595	327,649	353,877	260,136	368,941	15,064	4.26%
Other Operating Expenses	174,493	59,438	9,082	163,544	153,644	80,701	(82,843)	(50.65%)
Division Total	411,242	334,033	336,731	517,421	413,780	449,642	(67,779)	(13.10%)
5500 – HCD Administration								
Personnel Expenses	271,859	257,572	149,466	100,000	98,352	277,495	177,495	177.50%
Other Operating Expenses	35,871	41,551	32,184	45,032	26,052	47,884	2,852	6.33%
Division Total	307,730	299,123	181,650	145,032	124,404	325,379	180,347	124.35%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited FY18	Audited FY19	Audited FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj. FY21 - FY22	Change (%) Adj. FY21 - FY22
5600 – Economic Development								
Personnel Expenses	-	58,857	161,920	179,440	137,070	178,566	(874)	(0.49%)
Other Operating Expenses	-	82,962	196,133	163,500	163,500	184,872	21,372	13.07%
Division Total	-	141,819	358,053	342,940	300,570	363,438	20,498	5.98%
5700 – Arts and Humanities								
Personnel Expenses	-	1,254	72,894	57,066	45,570	73,855	16,789	29.42%
Other Operating Expenses	-	41	11,417	19,396	32,742	14,450	(4,946)	(25.50%)
Division Total	-	1,295	84,311	76,462	78,312	88,305	11,843	15.49%
5800 – Housing and Community Services								
Personnel Expenses	318,867	374,779	407,472	440,826	360,903	475,174	34,348	7.79%
Other Operating Expenses	291,942	304,360	314,995	381,803	381,803	407,478	25,675	6.72%
Division Total	610,809	679,139	722,467	822,629	742,706	882,652	60,023	7.30%
Total Housing and Community Development	1,329,781	1,455,409	1,683,212	1,904,484	1,659,772	2,109,416	204,932	10.76%
Communications/Media								
6000 – Communications/Media								
Personnel Expenses	385,329	381,297	408,603	465,840	366,945	537,330	71,490	15.35%
Other Operating Expenses	127,188	126,572	120,727	149,078	144,499	190,666	41,588	27.90%
Division Total	512,517	507,869	529,330	614,918	511,444	727,996	113,078	18.39%
Total Communications/Media	512,517	507,869	529,330	614,918	511,444	727,996	113,078	18.39%
Library								
7000 – Library								
Personnel Expenses	1,002,972	1,045,143	1,073,370	1,142,456	981,007	1,108,453	(34,003)	(2.98%)
Other Operating Expenses	170,640	171,247	148,981	179,540	117,300	143,930	(35,610)	(19.83%)
Division Total	1,173,612	1,216,390	1,222,351	1,321,996	1,098,307	1,252,383	(69,613)	(5.27%)
7200 – Computer Center								
Personnel Expenses	95,325	98,450	94,677	106,037	88,171	101,581	(4,456)	(4.20%)
Other Operating Expenses	1,801	4,273	634	5,300	-	7,500	2,200	41.51%
Division Total	97,126	102,723	95,311	111,337	88,171	109,081	(2,256)	(2.03%)
Total Library	1,270,738	1,319,113	1,317,662	1,433,333	1,186,478	1,361,464	(71,869)	(5.01%)
Personnel Total	15,858,729	16,579,098	17,192,044	17,753,296	16,334,389	19,248,168	1,494,872	8.42%
Operating Exp Total	4,332,118	4,679,090	4,443,644	5,838,788	5,208,576	5,960,199	121,411	2.08%
Departmental Total	20,190,847	21,258,188	21,635,688	23,592,084	21,542,965	25,208,367	1,616,283	6.85%

General Fund Expenditures

EXPENDITURES BY DIVISION	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
Non-Departmental								
Workers Compensation	544,349	593,435	510,870	407,884	407,884	500,800	92,916	22.78%
Other Fringe Benefits	57,021	51,795	43,341	86,500	86,500	23,820	(62,680)	(72.46%)
Recognition Non-Cash	15,413	19,758	1,093	15,000	5,000	15,000	-	-
Safety and Wellness	1,172	2,460	-	3,000	-	-	(3,000)	(100.00%)
Training	4,477	5,703	958	6,000	-	6,000	-	-
Tuition Reimbursement	29,659	10,461	7,578	5,300	4,000	7,000	1,700	32.08%
Litigation Hearing	2,500	1,200	153	2,000	2,500	2,500	500	25.00%
Emergency Supplies	-	615	8,170	-	-	1,000	1,000	-
General Insurance	119,114	131,273	144,092	161,200	187,800	188,600	27,400	17.00%
General Contingency	-	-	-	129,971	-	135,697	5,726	4.41%
Council Priorities	-	-	-	-	-	-	-	-
Community Festivals	17,867	19,340	17,500	-	-	7,000	7,000	-
Fourth of July Expenses	25,000	-	18,745	-	-	-	-	-
Provision for Allowance	-	17,270	(5,670)	10,000	10,000	10,000	-	-
Bad Debt Expense	-	227,523	-	11,620	11,620	-	(11,620)	(100.00%)
Covid-19 Emergency Assist Expenditures	-	-	55,000	578,500	415,000	-	(578,500)	(100.00%)
Art Commission	10,926	10,033	-	-	-	-	-	-
Grants	157,345	69,306	140,449	200,000	200,000	200,000	-	-
Partnership Program	83,531	103,114	87,484	125,000	125,000	195,000	70,000	56.00%
Housing Fund Expenditures	20,000	10,000	10,000	610,000	410,000	210,000	(400,000)	(65.57%)
Tax Rebate Program	132,253	126,953	117,358	160,000	140,000	200,000	40,000	25.00%
Total Non-Departmental	1,220,628	1,400,239	1,157,121	2,511,975	2,005,304	1,702,417	(809,558)	(32.23%)
Capital Outlay								
Capital Outlay	2,070,491	3,441,173	2,555,998	6,387,707	2,749,236	7,917,005	1,529,298	23.94%
Debt Service								
Debt Service	982,447	919,868	916,402	743,005	743,005	891,315	148,310	19.96%
Transfer to SRF								
Transfer to SRF	58,180	-	-	-	-	65,000	65,000	-
General Fund Total Expenditures	24,522,594	27,019,468	26,265,209	33,234,771	27,040,510	35,466,249	2,231,478	6.71%

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

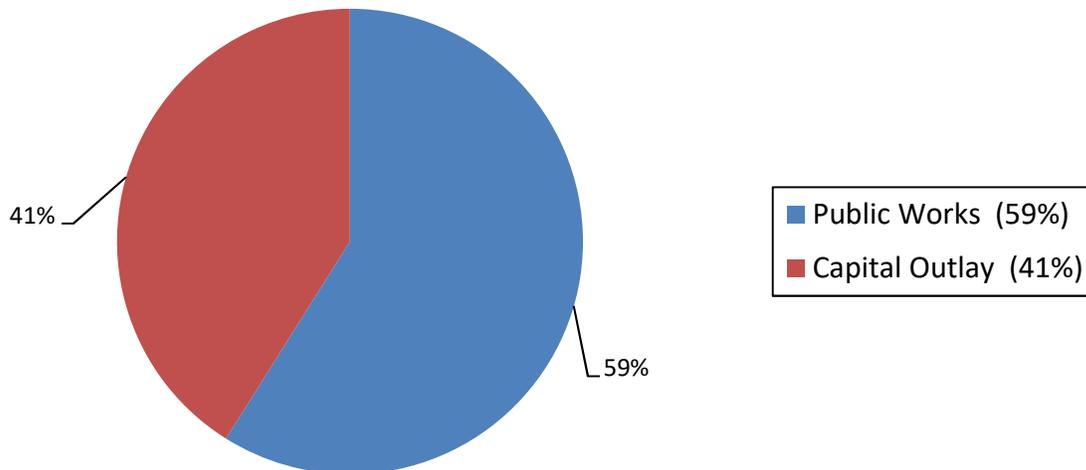
Stormwater Management Fund Summary

	Audited	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY18	FY19	FY20	FY21	FY21	FY22	Adj. FY21 - FY22	Adj. FY21 - FY22
REVENUES								
Licenses and permits	3,050	1,000	5,791	2,900	3,800	3,500	600	20.69%
Charges for service	712,395	707,484	701,718	595,400	587,620	701,000	105,600	17.74%
Intergovernmental	-	168,750	-	-	-	-	-	-
Miscellaneous	14,659	3,053	2,350	-	-	-	-	-
Total Revenues	730,104	880,287	709,859	598,300	591,420	704,500	106,200	17.75%
EXPENDITURES								
Public Works	449,459	434,500	377,946	626,696	525,318	535,126	(91,570)	(14.61%)
Capital outlay	272,918	362,688	219,878	304,000	298,395	373,000	69,000	22.70%
Total Expenditures	722,377	797,188	597,824	930,696	823,713	908,126	(22,570)	(2.43%)
Excess (deficiency) of revenues over expenditures	7,727	83,099	112,035	(332,396)	(232,293)	(203,626)	128,770	(38.74%)
OTHER FINANCING SOURCES (USES)								
Operating transfers in (out)	-	-	-	-	-	65,000	65,000	-
Total Other Financing Sources (Uses)	-	-	-	-	-	65,000	65,000	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	7,727	83,099	112,035	(332,396)	(232,293)	(138,626)	193,770	(58.29%)
FUND BALANCE								
Beginning of year	191,033	198,760	281,859	393,894	393,894	161,601	(232,293)	(58.97%)
End of year	198,760	281,859	393,894	61,498	161,601	22,975	(38,523)	(62.64%)

Note: Beginning Fiscal Year 2022, the stormwater fee will be recalculated to support the increase in project costs.

Stormwater Management Fund Expenditure by Activity

TOTAL EXPENDITURES	\$908,126
Public Works (59%)	\$535,126
Capital Outlay (41%)	\$373,000



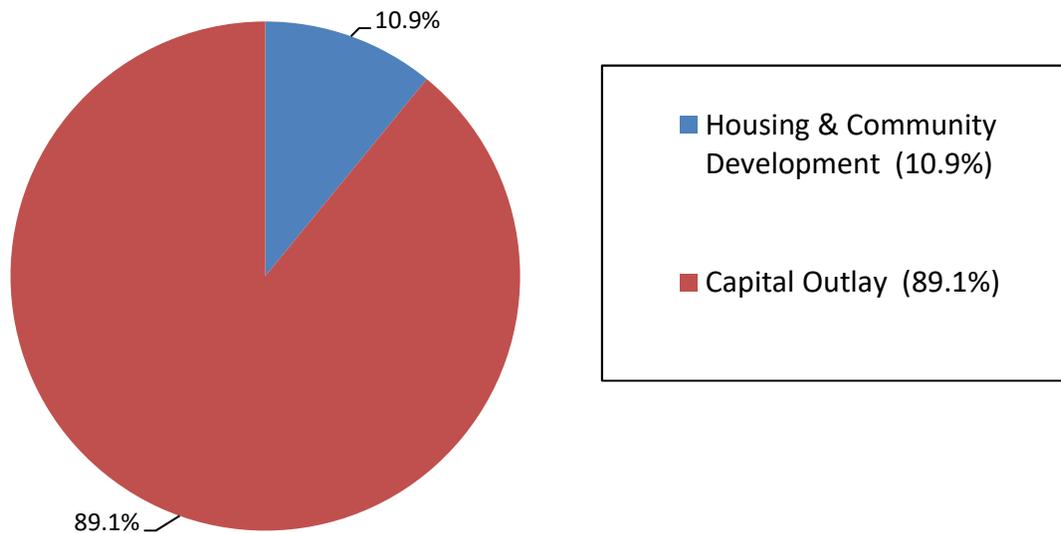
Special Revenue Funds Summary

	Audited FY18	Audited FY19	Audited FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj. FY21 - FY22	Change (%) Adj. FY21 - FY22
REVENUES								
Intergovernmental	969,584	1,858,000	4,208,991	2,090,925	1,335,635	7,257,755	5,166,830	247.11%
Miscellaneous	32,915	38,633	9,266	45,000	15,500	45,000	-	-
Total Revenues	1,002,499	1,896,633	4,218,257	2,135,925	1,351,135	7,302,755	5,166,830	241.90%
EXPENDITURES								
General Government	327,724	75,664	-	-	-	-	-	-
Public Works	1,128	-	-	-	-	-	-	-
Housing and Community Development	121,089	503,618	16,454	137,000	15,500	136,000	(1,000)	(0.73%)
Recreation	-	-	-	-	-	-	-	-
Capital outlay	925,914	1,013,561	4,165,857	1,918,025	1,202,490	1,109,510	(808,515)	(42.15%)
Total Expenditures	1,375,855	1,592,843	4,182,311	2,055,025	1,217,990	1,245,510	(809,515)	(39.39%)
Excess (deficiency) of revenues over expenditures	(373,356)	303,790	35,946	80,900	133,145	6,057,245	5,976,345	7387.32%
OTHER FINANCING SOURCES (USES)								
Operating transfers in (out)	58,180	41,718	-	-	-	-	-	-
Total Other Financing Sources (Uses)	58,180	41,718	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(315,176)	345,508	35,946	80,900	133,145	6,057,245	5,976,345	7387.32%
FUND BALANCE								
Beginning of year	3,394,545	3,079,369	3,424,877	3,460,823	3,460,823	3,593,968	133,145	3.85%
End of year	3,079,369	3,424,877	3,460,823	3,541,723	3,593,968	9,651,213	6,109,490	172.50%

Note: At June 30, 2022 ending fund reserve restricted for cable equipment purchases is \$3.5 million, Federal Aid-ARPA is \$6.1 million and other Capital Improvement Project is approximately \$27,000.

Special Revenue Funds Expenditures by Activity

TOTAL EXPENDITURES	\$1,245,510
Housing & Community Development (10.9%)	\$136,000
Capital Outlay (89.1%)	\$1,109,510



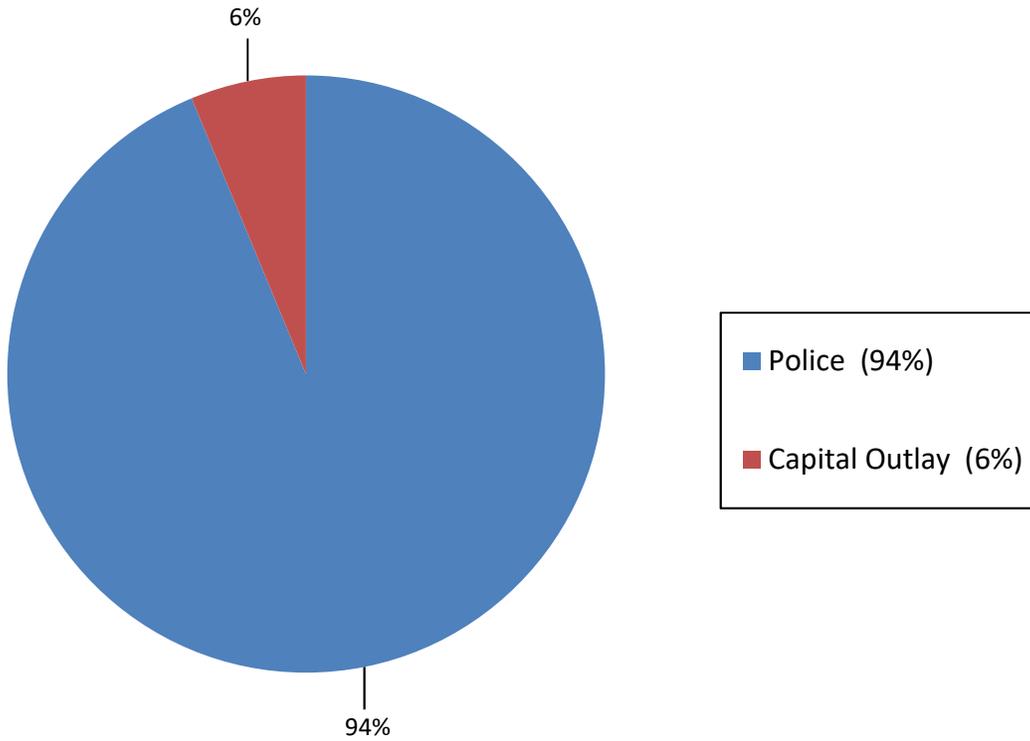
Speed Camera Fund Summary

	Audited FY18	Audited FY19	Audited FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj. FY21 - FY22	Change (%) Adj. FY21 - FY22
REVENUES								
Fines and forfeitures	1,227,061	991,915	886,614	750,000	704,000	800,000	50,000	6.67%
Use of money and property	17,933	34,344	35,408	40,000	1,000	1,000	(39,000)	(97.50%)
Total Revenues	1,244,994	1,026,259	922,022	790,000	705,000	801,000	11,000	1.39%
EXPENDITURES								
Police	1,114,353	1,025,598	850,163	764,328	787,200	823,762	59,434	7.78%
Capital Outlay	74,415	267,278	42,837	50,000	50,000	51,000	1,000	2.00%
Total Expenditures	1,188,768	1,292,876	893,000	814,328	837,200	874,762	60,434	7.42%
Excess (deficiency) of revenues over expenditures	56,226	(266,617)	29,022	(24,328)	(132,200)	(73,762)	(49,434)	203.20%
OTHER FINANCING SOURCES (USES)								
Operating transfers in (out)	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	56,226	(266,617)	29,022	(24,328)	(132,200)	(73,762)	(49,434)	203.20%
FUND BALANCE								
Beginning of year	754,555	810,781	544,164	573,186	573,186	440,986	(132,200)	(23.06%)
End of year	810,781	544,164	573,186	548,858	440,986	367,224	(181,634)	(33.09%)

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

Speed Camera Fund Expenditure

TOTAL EXPENDITURES	\$874,762
Police (94%)	\$823,762
Capital Outlay (6%)	\$51,000





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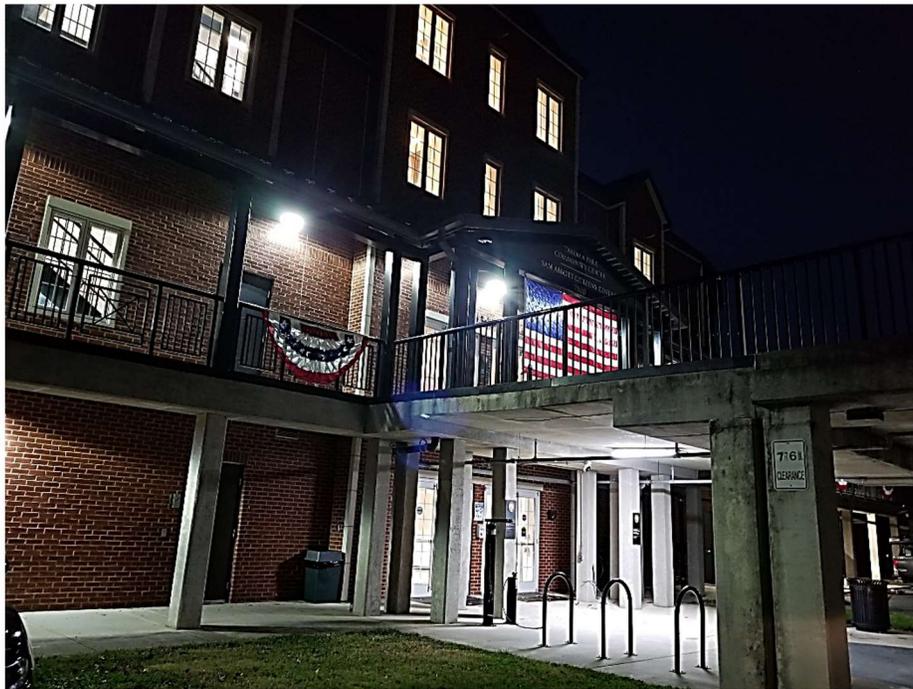
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Department Summary

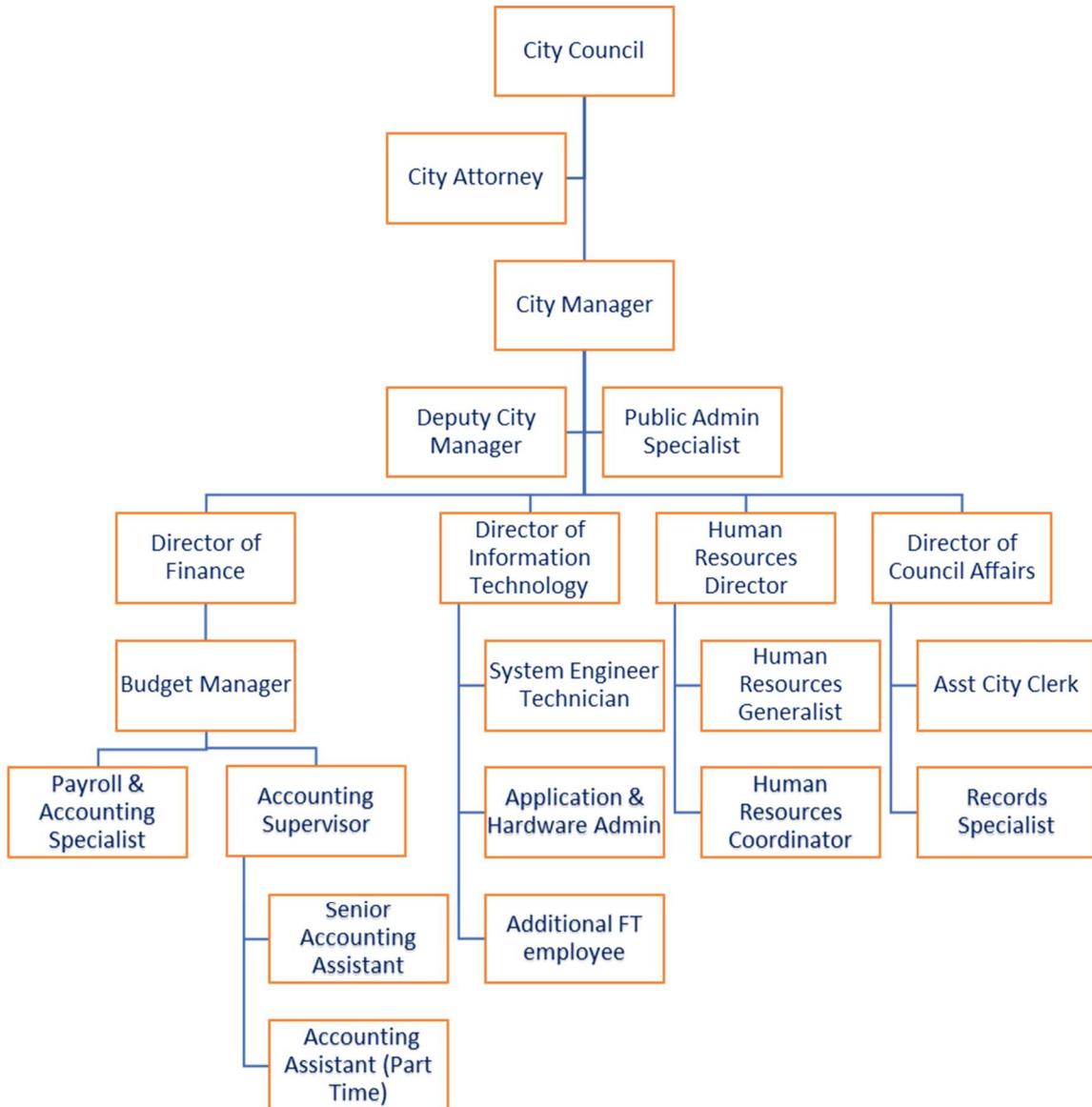
Department Overview:

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.**



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
City Council							
Mayor	N/A	30,000.00	15,413.05	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Councilmember	N/A	22,000.00	11,856.24	1.00	1.00	1.00	-
Total City Council Members*		162,000.00	86,550.49	7.00	7.00	7.00	-
General Management 1120							
City Manager	N/A	199,763.80	190,000.00	1.00	1.00	1.00	-
Deputy City Manager	133	147,345.00	145,911.58	1.00	1.00	1.00	-
Public Administration Specialist	120	-	83,360.27	-	-	1.00	1.00
Executive Assistant	115	-	-	1.00	-	-	-
Assistant to the Manager	115	78,891.20	-	-	1.00	-	(1.00)
Total General Management FTE		426,000.00	419,271.85	3.00	3.00	3.00	-
FTEs with benefits		426,000.00	419,271.85	3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total General Management FTE		426,000.00	419,271.85	3.00	3.00	3.00	-
Finance 1130							
Director of Finance	130	137,057.31	135,785.09	1.00	1.00	1.00	-
Budget & accounting Manager	122	91,393.81	90,546.50	-	1.00	1.00	-
Accounting Supervisor	117	70,555.06	69,897.17	1.00	1.00	1.00	-
Payroll & Accounting Specialist	115	57,665.61	61,538.71	1.00	1.00	1.00	-
Sr Accounting Assistant	113	60,285.68	-	1.00	1.00	-	(1.00)
Accounting Assistant	110	-	48,217.20	-	-	1.00	1.00
Accounting Assistant-Part time	110	30,773.18	30,817.04	0.50	0.50	0.50	-
Budget Specialist	119	-	-	1.00	-	-	-
Total Finance FTE		447,730.65	436,801.71	5.50	5.50	5.50	-
FTEs with benefits		447,730.65	436,801.71	5.50	5.50	5.50	-
FTEs without benefits				-	-	-	-
Total Finance FTE		447,730.65	436,801.71	5.50	5.50	5.50	-

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Information Systems 1150							
Information Technology Director	130	129,133.23	127,934.57	1.00	1.00	1.00	-
Network/System Engineer Technician	121	88,356.84	92,780.01	1.00	1.00	1.00	-
Application & Hardware Administrator	120	76,945.44	76,236.51	1.00	1.00	1.00	-
IT Systems Specialist	120	76,076.00	68,691.11	-	1.00	1.00	-
Administrative Assistant	111	-	-	0.50	-	-	-
Total Information Systems FTE		370,511.51	365,642.20	3.50	4.00	4.00	-
FTEs with benefits		370,511.51	365,642.20	3.50	4.00	4.00	-
FTEs without benefits		-	-	-	-	-	-
Total Information Systems FTE		370,511.51	365,642.20	3.50	4.00	4.00	-
Human Resources 1160							
Human Resources Director	130	127,462.95	126,043.91	1.00	1.00	1.00	-
Human Resources Generalist	117	62,621.42	62,048.53	1.00	1.00	1.00	-
Human Resources Coordinator	116	59,665.64	59,093.77	1.00	1.00	1.00	-
Total Human Resources FTE		249,750.00	247,186.21	3.00	3.00	3.00	-
FTEs with benefits		249,750.00	247,186.21	3.00	3.00	3.00	-
FTEs without benefits		-	-	-	-	-	-
Total Human Resources FTE		249,750.00	247,186.21	3.00	3.00	3.00	-
City Clerk							
City Clerk	130	119,869.25	118,756.59	1.00	1.00	1.00	-
Assistant City Clerk	114	69,762.75	69,141.86	1.00	1.00	1.00	-
Records Specialist	112	52,542.00	39,087.84	0.75	0.75	0.75	-
Total City Clerk FTE		242,174.00	226,986.29	2.75	2.75	2.75	-
FTEs with benefits		242,174.00	226,986.29	2.75	2.75	2.75	-
FTEs without benefits		-	-	-	-	-	-
Total City Clerk FTE		242,174.00	226,986.29	2.75	2.75	2.75	-
Total General Government Department FTE		1,898,166.16	1,782,438.75	17.75	18.25	18.25	-

* City Council members are not included in the FTE count.

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Passport Service</i>	41,380	50,000	3,000	30,000	(20,000)	(40.00%)
<i>Investment Earnings</i>	345,341	57,900	45,240	49,240	(8,660)	(14.96%)
<i>Subtotal</i>	386,721	107,900	48,240	79,240	(28,660)	(26.56%)
<i>General Fund</i>	2,623,053	3,486,142	3,171,065	3,814,416	328,273	9.42%
<i>Department Total</i>	3,009,773	3,594,042	3,219,305	3,893,656	299,613	8.34%

<i>Dept. Expenditures by Division (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Legislative</i>	177,290	243,928	222,086	173,064	(70,864)	(29.05%)
<i>General Management</i>	635,405	702,350	625,586	951,208	248,858	35.43%
<i>Finance</i>	619,993	714,405	590,736	769,212	54,807	7.67%
<i>Legal Services</i>	248,106	361,200	359,000	254,000	(107,200)	(29.68%)
<i>Information Systems</i>	654,717	775,383	719,946	865,939	90,556	11.68%
<i>Human Resources</i>	413,116	518,300	450,843	543,083	24,783	4.78%
<i>City Clerk</i>	261,145	278,476	251,109	337,150	58,674	21.07%
<i>Department Total</i>	3,009,773	3,594,042	3,219,305	3,893,656	299,613	8.34%

Department Summary

<i>Dept. Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	1,576,515	1,651,667	1,572,851	1,879,879	228,212	13.82%
<i>Fringe Benefits</i>	522,221	647,029	387,271	669,613	22,584	3.49%
<i>Overtime</i>	14,211	15,500	23,280	14,000	(1,500)	(9.68%)
<i>Employee Recognition</i>	8,510	4,500	4,500	500	(4,000)	(88.89%)
<i>Contractual Labor</i>	54,040	5,000	16,000	15,000	10,000	200.00%
<i>Personnel Subtotal</i>	2,175,497	2,323,696	2,003,901	2,578,992	255,295	10.99%
<i>Supplies</i>	7,566	11,500	8,160	11,100	(400)	(3.48%)
<i>Computer Expenditures</i>	19,759	21,454	20,210	18,500	(2,954)	(13.77%)
<i>Services and Charges</i>	618,002	921,247	898,003	1091,445	170,198	18.47%
<i>Communications</i>	22,970	18,080	22,615	29,374	11,294	62.47%
<i>Office Expenditures</i>	13,064	18,100	9,850	14,050	(4,050)	(22.38%)
<i>Conferences, Training, & Dues</i>	108,444	113,290	91,927	97,245	(16,045)	(14.16%)
<i>Recruitment</i>	40,853	100,000	100,000	46,800	(53,200)	(53.20%)
<i>Special Events & Programs</i>	3,619	66,675	64,639	6,150	(60,525)	(90.78%)
<i>Operating Exp Subtotal</i>	834,276	1,270,346	1,215,404	1,314,664	44,318	3.49%
<i>Department Total</i>	3,009,773	3,594,042	3,219,305	3,893,656	299,613	8.34%

Department Summary

Adjusted to Estimated Actual FY21:

- *Departmental expenditures are expected to be \$374,737 less than budgeted.*
- *The variance is primarily attributable to lower spending on fringe benefits due to staff turnover or vacancies, particularly in the Finance Division.*
- *Passport service and investment earnings revenues were \$59,660 less than budgeted due to the impact of COVID-19.*

FY22 Budget Highlights:

- *Departmental expenditures are 8 percent higher compared to budgeted expenditures for FY21. This is primarily due to the wage increase adjustments Citywide and an increase in the cost of city management contract services. Approximately 66 percent of departmental expenditures are personnel related.*
- *Of the 34 percent in non-personnel expenditures, services and charges make up the largest portion at 83 percent of non-personnel expenditures and 28 percent of the overall Department budget. This is because the services and charges category includes the City's costs for the City Attorney and other contractual expenditures including the annual financial audit, payments to the County for billing services, legislative advocacy services, and Citywide technology licenses and financial software.*
- *Supplies, computer expenditures, communications, office expenditures, recruitment, and special events and programs together account for 3.3 percent of department expenditures.*
- *Association dues, conferences, and training make up 2.4 percent of department expenditures.*

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 FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Legislative</i>	177,290	243,928	222,086	173,064	(70,864)	(29.05%)
<i>Division Total</i>	177,290	243,928	222,086	173,064	(70,864)	(29.05%)
<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	83,464	85,094	81,595	86,550	1,456	1.71%
<i>Fringe Benefits</i>	31,680	31,415	27,152	27,973	(3,442)	(10.96%)
<i>Overtime</i>	-	-	-	-	-	-
<i>Personnel Subtotal</i>	115,144	116,509	108,747	114,523	(1,986)	(1.70%)
<i>Supplies</i>	-	-	-	-	-	-
<i>Services and Charges</i>	35,000	36,250	39,500	37,177	927	2.56%
<i>Communications</i>	3,416	4,944	3,600	3,514	(1,430)	(28.92%)
<i>Office Expenditures</i>	1,912	2,850	100	2,350	(500)	(17.54%)
<i>Conferences, Training, & Dues</i>	18,199	16,700	5,500	9,350	(7,350)	(44.01%)
<i>Special Events & Programs</i>	3,619	66,675	64,639	6,150	(60,525)	(90.78%)
<i>Operating Exp Subtotal</i>	62,146	127,419	113,339	58,541	(68,878)	(54.06%)
<i>Division Total</i>	177,290	243,928	222,086	173,064	(70,864)	(29.05%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are anticipated to be \$21,842 less than budget.*
- *The variance results from lower than expected costs for wages and fringe benefits and lower expenditures for attendance at conferences due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures for wages and fringe benefits comprise 66.17 percent of the total budget.*
- *Services and charges account for about 21.5 percent of the division budget. This category includes \$31,827 for State legislative advocacy, \$5,000 for scholarships for Montgomery College students, and \$350 to reimburse Councilmembers for transportation to Annapolis, Rockville, and other local destinations for City business.*
- *Communications expenditures comprise 2 percent of the Legislative Division budget. This includes \$3,514 for City-issued cell phones and related charges.*
- *The Office Expenditures category accounts for 1.4 percent of the division budget. It includes \$2,350 for miscellaneous expenses, such as donations and sponsorships.*
- *Approximately 5.4 percent of the division budget is for association dues and conference attendance. Conferences budgeted for include the Maryland Municipal League Summer and Fall Conferences and the National League of Cities Congressional Cities Conference, City Summit, and Summer Leadership Conference (\$6,000).*
- *Special Events and Programs account for 3.6 percent of the legislative budget. This category includes \$2,000 for City Council meeting expenses and awards/recognitions and \$3,650 for City committee related expenses.*

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

Division Expenditures (\$)	Actual	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY20	FY21	FY21	FY22	Adj FY21- FY22	Adj FY21- FY22
General Management	635,405	702,350	625,586	951,208	248,858	35.43%
Division Total	635,405	702,350	625,586	951,208	248,858	35.43%

Division Expenditures by Type (\$)	Actual	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY20	FY21	FY21	FY22	Adj FY21- FY22	Adj FY21- FY22
Wages	391,591	390,000	381,788	479,272	89,272	22.89%
Fringe Benefits	118,049	120,000	61,532	132,030	12,030	10.03%
Overtime	137	2,500	1,066	2,500	-	-
Employee Recognition	7,590	-	-	-	-	-
Personnel Subtotal	517,368	512,500	444,386	613,802	101,302	19.77%
Supplies	2,146	4,000	2,000	4,000	-	-
Computer Expenditures	2,145	2,400	2,400	2,400	-	-
Services and Charges	20,042	104,306	101,656	244,306	140,000	134.22%
Communications	2,700	1,584	1,584	11,140	9,556	603.28%
Office Expenditures	10,015	12,000	8,000	10,000	(2,000)	(16.67%)
Conferences, Training, & Dues	80,990	65,560	65,560	65,560	-	-
Operating Exp Subtotal	118,038	189,850	181,200	337,406	147,556	77.72%
Division Total	635,405	702,350	625,586	951,208	248,858	35.43%

Adjusted to Estimated Actual FY21:

- *Departmental Division expenditures are expected to be \$76,764 lower than budget. This is primarily due to personnel savings from the Assistant to the City Manager (replaced by the Public Administration Specialist) position vacancy.*

FY22 Budget Highlights:

- *Division expenditures are expected to be higher overall – an increase of 35.4 percent – compared to FY21 budgeted expenditures. This is primarily due to personnel costs related to the City Manager’s retirement payout; the hiring of a new City Manager; and expenses related to city management contract services.*
- *Approximately 64.5 percent of division expenditures are personnel related. This Division includes the City Manager, Deputy City Manager, and Public Administration Specialist salaries and benefits.*
- *Division FTEs remain unchanged. The Public Administration Specialist vacancy was filled in January 2021.*
- *Communications expenditures, which cover offices phones and cell phones, increased by \$9,556 due primarily to the City’s planned switch to a replacement phone system in Fiscal 2022.*
- *Services and charges include contract costs, postage and delivery, copying, printing, and office equipment. Costs are projected to be \$140,000 higher in Fiscal 2022 compared to Fiscal 2021.*
- *Conferences, training, and association dues include ICMA, MCCMA, MML, GFOA, and MWCOG memberships, conference participation, and training opportunities.*

FY21 Accomplishments:

- *Efficient and effective administration of the adopted budget to advance Council’s goals and priorities.*

- *Coordination of the January 2021 Council Priorities Retreat resulting in an updated Council Priorities Framework prioritizing COVID-19 impact mitigation.*
- *Partnerships with Montgomery County on COVID-19 testing, vaccinations, and community outreach.*
- *Management and coordination of City-wide service delivery and operations and the new challenges introduced by part of the City's workforce switching to teleworking.*
- *Oversight of the Racial Equity Task Force with representatives from every Department brainstorming on how to operationalize racial equity.*
- *Participation in selection processes for a number of key positions, including Library Director, Housing and Community Development Director, Deputy Public Works Director, and Public Administration Specialist.*
- *Preparation of materials for the new City Manager to facilitate a smooth transition; organization of a Citywide celebration of the current City Manager's retirement and legacy.*
- *Representation of the City through participation in various regional and national organizations, including the Metropolitan Washington Council of Governments, the Maryland Municipal League, the International City and County Management Association, and the Maryland City and County Management Association, among others.*
- *Support of legislative advocate's effort to further Council's legislative priorities in Annapolis and advocacy for the City's rights on tax duplication.*

FY22 Goals:

- *Ensure that careful attention is given to balancing staff workload and administrative responsibilities.*
- *Continue to facilitate progress toward achievement of Council's priorities within adopted budget.*
- *Administer the use of American Rescue Plan Act funding to advance Council's goals and priorities and according to federal eligibility requirements.*

- *Continue pandemic recovery and the adaptation of City services and staff workspaces to a post-pandemic environment.*
- *Facilitate a smooth transition to the next City Manager.*
- *Onboard a new Housing and Community Development Director and Information Technology Director.*
- *Continue to work with Council, legislative advocates, and elected officials at other levels of government to ensure that plans for the future use of the Washington Adventist Hospital campus aligns with community needs.*
- *Provide guidance to cross-departmental staff regarding the Takoma Park Recreation Center.*
- *Participate in regional racial equity efforts through the Metropolitan Washington Council of Governments.*
- *Develop a consistent community engagement strategy for underserved residents.*

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.*
- *Work with Information Technology staff to investigate and complete the upgrade to the City's financial systems with the Enterprise Resource Planning (ERP) system implementation to align with the American Rescue Plan Act (ARPA) funded Development Plan while continuing to maintain daily operations.*
- *Transition to paperless storage of Accounts Payable and General Ledger financial documents in the imaging system of the City's financial software.*

Performance/Workload Measures:

Measurement	Actual FY20	Estimated FY21	Projected FY22
Unmodified audit opinion	Yes	Yes	Yes
Number of Audit Findings	None	None	None
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Distinguished Budget Presentation Award	Yes	Yes	Yes
Percentage of Unassigned Reserve Balance to General Fund Revenue*	24%	23%	21%
Number of payroll checks and direct deposits	5,747	4,292	5,100
Number of accounts payable checks issued	3,200	2,952	3,100
Number of rental license & Refuse bills issued	650	557	550

*Actual FY20 Unassigned Reserve Balance is based on Comprehensive Annual Financial Report



Finance

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Finance</i>	619,993	714,405	590,736	769,212	54,807	7.67%
<i>Division Total</i>	619,993	714,405	590,736	769,212	54,807	7.67%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	379,967	410,773	375,545	436,802	26,029	6.34%
<i>Fringe Benefits</i>	133,224	189,000	101,967	183,245	(5,755)	(3.04%)
<i>Overtime</i>	946	1,500	600	1,500	-	-
<i>Contractual Labor</i>	27,331	5,000	16,000	15,000	10,000	200.00%
<i>Employee Recognition</i>	680	2,500	2,500	-	(2,500)	(100.00%)
<i>Personnel Subtotal</i>	542,149	608,773	496,612	636,547	27,774	4.56%
<i>Supplies</i>	1,250	2,000	2,460	2,000	-	-
<i>Services and Charges</i>	72,299	86,048	76,600	121,277	35,229	40.94%
<i>Communications</i>	2,279	2,184	1,864	2,988	804	36.81%
<i>Office Expenditures</i>	790	1,000	1,000	1,000	-	-
<i>Conferences, Training, & Dues</i>	1,226	14,400	12,200	5,400	(9,000)	(62.50%)
<i>Operating Exp Subtotal</i>	77,844	105,632	94,124	132,665	27,033	25.59%
<i>Division Total</i>	619,993	714,405	590,736	769,212	54,807	7.67%

Adjusted to Estimated Actual FY21:

Division expenditures are expected to be \$123,669 less than the budget. The variance is primarily due to the staff turnover resulting in the decrease of wages and fringe benefits and increase in contractual labor. In Services and Charges, the reduction is due to the delay of Socially Responsible Investment project.

FY22 Budget Highlights:

- *Overall division expenditures are \$54,807 higher – an increase of 7.7 percent- Compared to the budgeted expenditures of FY21. The overall increase is due to the increases in personnel costs of \$27,774 and increases in the operating expenditures of \$27,033.*
- *Division FTEs remain unchanged- five full time and one half time employees.*
- *The division personnel costs include \$26,029 or 6.4 percent increase in wages and \$5,755 or 3.0 percent decrease in fringe benefits.*
- *Services and Charges account for 15.7 percent of the total expenditures - an increase of \$35,229 or 40.9 percent from the Adjusted FY21 budget. The increase is mainly due to the cost transfer of \$30,300 financial system annual maintenance contract fee from the Information Technology to the Finance Division.*
- *In Conferences and Training, there is a reduction of \$9,000 or 62.5% from the FY21 budget due to the cancellation of conferences and training.*

FY21 Accomplishments:

- *Received Certificate of Achievement for Excellence in Budget Document Award for the Adopted Budget for three consecutive years. Continue to follow the GFOA guidelines to implement additional qualitative and quantitative budget information in the Adopted FY22 Budget and strive for the Certification of Achievement for Excellence for Budget Document.*
- *In response to COVID-19 closures, implemented use of on-line and phone service platform to continue providing full financial services to residents and internal staff.*

Finance

- *Continue to coordinate and work with the Public Administration Specialist on the employees' leave audit. Finance staff has been working tirelessly to reconcile the annual leave discrepancies, between two software systems, in vacation, comp time and sick leave of every city employee since October 2019.*

FY22 Goals:

- *Facilitate progress toward the Council's Priorities in fiscal prudence by improving the required reserve balance. Since the implementation of the Reserve Policy in FY18, the City Unassigned Reserve Fund has been maintained consistently at a level higher than 17 percent of the City's General Fund total revenue.*
- *Monitor cash flow to maximize investment income by gradually shifting a small percentage of liquid cash to other laddering short-term investments.*
- *Hire two finance staff to ensure careful attention is given to balancing finance staff workload and training.*
- *Provide guidance and training to cross-departmental staff regarding financial system functions including Budget Management, Cashiering and Accounts Payable*

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.*

Legal Services

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Legal</i>	248,106	361,200	359,000	254,000	(107,200)	(29.68%)
<i>Division Total</i>	248,106	361,200	359,000	254,000	(107,200)	(29.68%)

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	-	-	-	-	-	-
<i>Personnel Subtotal</i>	-	-	-	-	-	-
<i>Services and Charges</i>	249,038	359,000	359,000	254,000	(105,000)	(29.25%)
<i>Conferences, Training, & Dues</i>	(932)	2,200	-	-	(2,200)	(100.00%)
<i>Operating Exp Subtotal</i>	248,106	361,200	359,000	254,000	(107,200)	(29.68%)
<i>Division Total</i>	248,106	361,200	359,000	254,000	(107,200)	(29.68%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be at budget.*
- *Halfway through Fiscal 2021, the City Council passed a budget amendment for an additional \$125,000 for the City Attorney due to high demand for legal counsel for City Council and City staff on COVID-19 response and other matters. The total amended FY21 budget for the City Attorney was \$275,000.*

FY22 Budget Highlights:

- *Overall division expenditures for FY22 are expected to be 29.7 percent lower than the FY21 budget.*
- *In December 2019, the City entered into a five-year contract for general legal services (City Attorney) with the firm of Karpinski, Cornbrooks, & Karp P.A. The projected budget for these services is \$200,000.*
- *The City Attorney is not reflected in the City's FTE count.*
- *The firm of Kollman & Saucier, P.A. continues to serve as specialized counsel for employment and labor matters in FY22. The budget for these services is \$39,000, which is the same as the FY21 budget.*
- *The Legal Services budget includes \$15,000 for miscellaneous specialized legal services which may include areas of law such as cable franchises and telecommunications, or support for coordinated legal efforts with other jurisdictions.*
- *The legal services budget has typically included support for certain association dues and conferences expenses for the City Attorney, but that is not an expected expenditure for FY22. The conferences, training, and dues budget line for this Division has been zeroed out resulting in a \$2,200 decrease.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY20	Estimated FY21	Projected FY22
Network uptime	99.90%	99.99%	99.99%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	99.52%	99.99%	99.99%
Servers in VMWare environment	19	33	37
Applications in the Cloud	16	24	26
Number of Helpdesk requests	1,396	1,750	2,000

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Information Systems</i>	654,717	775,383	719,946	865,939	90,556	11.68%
<i>Division Total</i>	654,717	775,383	719,946	865,939	90,556	11.68%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	313,753	330,000	319,185	365,642	35,642	10.80%
<i>Fringe Benefits</i>	120,959	153,000	96,645	142,918	(10,082)	(6.59%)
<i>Overtime</i>	7,607	4,000	11,114	4,000	-	-
<i>Employee Recognition</i>	120	-	-	-	-	-
<i>Personnel Subtotal</i>	442,439	487,000	426,944	512,560	25,560	5.25%
<i>Supplies</i>	1,511	3,000	3,000	3,000	-	-
<i>Computer Expenditures</i>	15,632	15,054	15,054	12,000	(3,054)	(20.29%)
<i>Services and Charges</i>	180,181	263,493	263,156	330,585	67,092	25.46%
<i>Communications</i>	10,913	3,936	11,243	5,144	1,208	30.69%
<i>Office Expenditures</i>	34	250	250	-	(250)	(100.00%)
<i>Conferences, Training, & Dues</i>	4,006	2,650	299	2,650	-	-
<i>Operating Exp Subtotal</i>	212,278	288,383	293,002	353,379	64,996	22.54%
<i>Division Total</i>	654,717	775,383	719,946	865,939	90,556	11.68%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$55,437 less than budget. The variance is primarily due to the delayed start date of the Information Systems Specialist position and the elimination of the Information Technology internship.*

FY22 Budget Highlights:

- *Overall division expenditures are \$90,556 higher – an increase of 11.7 percent – compared to budgeted expenditures for FY21. The overall increase is the result of increases in personnel costs of \$25,560 and increases to departmental operating expenditures of \$64,996. Departmental Operating Expenditures increased primarily due to an increase in Services and Charges.*
- *Division FTEs will remain the same (four FTE's) after last year's hiring of the Information Systems Specialist.*
- *The Fiscal 2022 budget includes a 2 percent wage increase for full-time and permanent part-time staff. In addition, the increase in salaries for Fiscal 2022 includes a staff promotion and salary adjustment for the Senior Network Engineer.*
- *Services and Charges account for 38.2 percent of division expenditures, an increase of 4.2 percent from FY21. This increase is primarily due to Software as a Service (SaaS) price increases and increased software licensing costs related to an increased number of computers.*
- *All software licensing and vendor-provided technical support costs are funded in the Services and Charges 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.*
- *Communications, which consists of cell phone and telephone costs, increased by 30.69% as a result of replacing the City's phone system.*

FY21 Accomplishments:

- *Distributed laptops and technology equipment to the Senior Leadership Team to facilitate remote work capability.*
- *Replaced the City's backup system for laptop computers.*
- *Replaced the City's endpoint protection system to protect against computer viruses and malware.*
- *Upgraded several application servers from end-of-life Windows platforms.*
- *Migrated the City from Google G Suite to the Google Workspace platform.*
- *Signed a new photocopier lease resulting in new photocopiers throughout the City, document management capabilities, and cost savings for the City.*
- *Deployed an electronic document signature (e-Signature) system for use by several of the City's departments.*
- *Integrated the City of Takoma Park into the National Capitol Regions Identity and Access Management Service (IAMS) system.*
- *Replaced the City's public Wi-Fi system and created a secure Wi-Fi system for City staff.*
- *Worked with Montgomery County to replace the City's 911 system.*
- *Replaced and upgraded the police departments Axon body camera and taser systems.*
- *Replaced the Police Departments Motorola radio system.*
- *Implemented a low code SQL database environment that's been used for several customized data projects.*
- *Completed an external penetration test of the City's network environment.*

FY22 Goals:

- *Replace the City's access control system with a modern system that's integrated with the City's security camera system.*

Information Systems

- *Replace the City's legacy PBX phone system with Voice over IP (VoIP) system.*
- *Implement a human resources information system (HRIS) to ensure the safe and effective management of human resources, business processes and data.*
- *Upgrade the Internet Connectivity at the City's Recreation facility on New Hampshire Avenue.*
- *Upgrade the City's public-facing website.*

Division Purpose:

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

Management Objectives:

- *Revision of performance evaluation process and forms.*
- *Continued implementation of safety procedures and policies involving Covid-19, including a focus on: continuing to provide a safe workplace for essential employees; providing a safe return to work for all non-essential employees; and solidifying alternative work location functions across the City.*
- *Succession Planning and training for skills improvement.*
- *Improve employee recognition programs.*
- *Strengthen safety culture by reducing workplace incidents and reimplementing standard safety trainings.*
- *Reduce total days to hire for all recruitments.*
- *Continue implementation of diversity, equity, and inclusion frameworks and practices.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Total New Hires	63	50	50	65
Average Days to Hire	115	100	90	100
Number of Workers' Compensation Injuries	23	29	25	25
Number of Days Off Due to Injuries	550	350	250	250

Human Resources

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Human Resources</i>	413,116	518,300	450,843	543,083	24,783	4.78%
<i>Division Total</i>	413,116	518,300	450,843	543,083	24,783	4.78%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	226,380	243,000	231,551	284,626	41,626	17.13%
<i>Fringe Benefits</i>	59,630	94,000	57,604	96,399	2,399	2.55%
<i>Overtime</i>	2,857	4,000	5,000	5,000	1,000	25.00%
<i>Contractual Labor</i>	26,709	-	-	-	-	-
<i>Employee Recognition</i>	60	-	-	500	500	-
<i>Personnel Subtotal</i>	315,635	341,000	294,156	386,525	45,525	13.35%
<i>Supplies</i>	2,125	1,500	500	1,500	-	-
<i>Computer Expenditures</i>	1,983	2,800	200	1,700	(1,100)	(39.29%)
<i>Services and Charges</i>	48,562	60,000	52,491	92,150	32,150	53.58%
<i>Communications</i>	2,076	4,000	2,200	3,408	(592)	(14.80%)
<i>Office Expenditures</i>	104	1,000	500	500	(500)	(50.00%)
<i>Conferences, Training, & Dues</i>	1,779	8,000	796	10,500	2,500	31.25%
<i>Recruitment</i>	40,853	100,000	100,000	46,800	(53,200)	(53.20%)
<i>Operating Exp Subtotal</i>	97,480	177,300	156,687	156,558	(20,742)	(11.70%)
<i>Division Total</i>	413,116	518,300	450,843	543,083	24,783	4.78%

Adjusted to Estimated Actual FY21:

- *Division FTEs remain unchanged.*
- *Full time salaries are under budget due to a vacancy that occurred in FY21 and time spent recruiting.*
- *Similarly, fringe benefits are under budget due to a vacancy that occurred in FY21, which resulted in lower associated costs.*
- *Due to Covid-19, the division did not attend conferences or trainings as anticipated.*

FY22 Budget Highlights:

- *Full time salaries have an increase over the FY21 budget, as we are fully staffed for FY22 and have budgeted for a 2% increase in wages.*
- *Overtime shows a budgeted increase, as we anticipate additional hours spent on a changed open enrollment process, which may include manual processes.*
- *A compensation study is planned for FY22, which caused an increase in contract costs.*
- *Recruitment costs are down significantly, as FY21 included an executive search firm contract for the City Manager recruitment.*

FY21 Accomplishments:

- *Continued cooperative partnership with AFSCME and Local 400 unions, including annual collective bargaining.*
- *Initial development of departmental standard operating procedures.*
- *Successful recruiting and onboarding of positions within the City Manager's office, Finance, Information Technology, HCD, Recreation, and Library.*

FY22 Goals:

- *Heightened support of employee well-being during continued pandemic.*
- *Complete update to performance management review process.*
- *Continued change over to electronic and fillable forms for policies and employee forms.*
- *Movement to fully electronic HRIS system.*
- *Development of City-wide Human Capital Management and training programs.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY20	Estimated FY21	Projected FY22
Number of Council meeting supported	48	51	50
Number of other meetings supported	26	37	33
Number of Public Information Act requests	19	36	40

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>City Clerk</i>	261,145	278,476	251,109	337,150	58,674	21.07%
<i>Division Total</i>	261,145	278,476	251,109	337,150	58,674	21.07%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	181,360	192,800	183,187	226,986	34,186	17.73%
<i>Fringe Benefits</i>	58,678	59,614	42,370	87,048	27,434	46.02%
<i>Overtime</i>	2,663	3,500	5,500	1,000	(2,500)	(71.43%)
<i>Employee Recognition</i>	60	2,000	2,000	-	(2,000)	(100.00%)
<i>Personnel Subtotal</i>	242,762	257,914	233,057	315,035	57,121	22.15%
<i>Supplies</i>	534	1,000	200	600	(400)	(40.00%)
<i>Computer Expenditures</i>	-	1,200	2,556	2,400	1,200	100.00%
<i>Services and Charges</i>	12,880	12,150	5,600	11,950	(200)	(1.65%)
<i>Communications</i>	1,585	1,432	2,124	3,180	1,748	122.07%
<i>Office Expenditures</i>	209	1,000	-	200	(800)	(80.00%)
<i>Conferences, Training, & Dues</i>	3,176	3,780	7,572	3,785	5	0.13%
<i>Operating Exp Subtotal</i>	18,383	20,562	18,052	22,115	1,553	7.55%
<i>Division Total</i>	261,145	278,476	251,109	337,150	58,674	21.07%

Adjusted to Estimated Actual FY21:

- *Division expenditures are projected to be \$27,367 less than budget.*
- *This variance is primarily attributable to lower than anticipated costs for wages and fringe benefits.*

FY22 Budget Highlights:

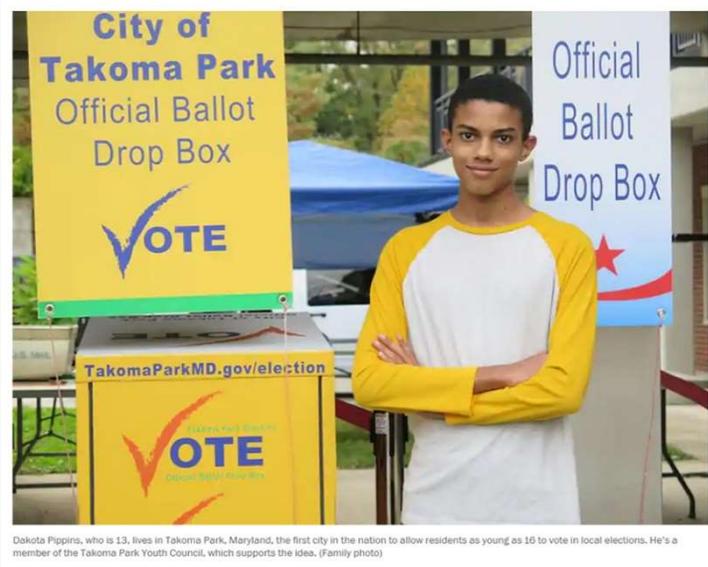
- *Division expenditures for FY22 are \$58,674 higher – an increase of 21.07 percent – compared to budgeted expenditures for FY21. The adopted budget includes restoration of the part-time records specialist position to focus on continued review and digitization of City records and on Maryland Public Information Act requests.*
- *Approximately 93.44 percent of division expenditures are personnel related.*
- *Combined expenditures classified as supplies, computer expenditures, communications, and office expenditures total \$6,380 or 1.9 percent of the division budget.*
- *Services and charges account for 3.5 percent of the division budget. This category includes \$2,000 for publication of legal notices, \$3,000 for codification of ordinances and web hosting of the City Code, and \$6,400 for online form submission software and service.*
- *Conferences, training and dues are approximately 1.1 percent of the division budget (\$3,785).*

FY21 Accomplishments:

- *Conducted 2021 City Election using vote by mail.*
- *Supported City Council review of boards, commissions, and committees.*

FY22 Goals:

- *Work with Redistricting Consultant to support City Council Ward Redistricting.*
- *Plan for the 2022 City Election.*
- *Implement City Council updated processes for all boards, commissions and committees.*





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Department Summary

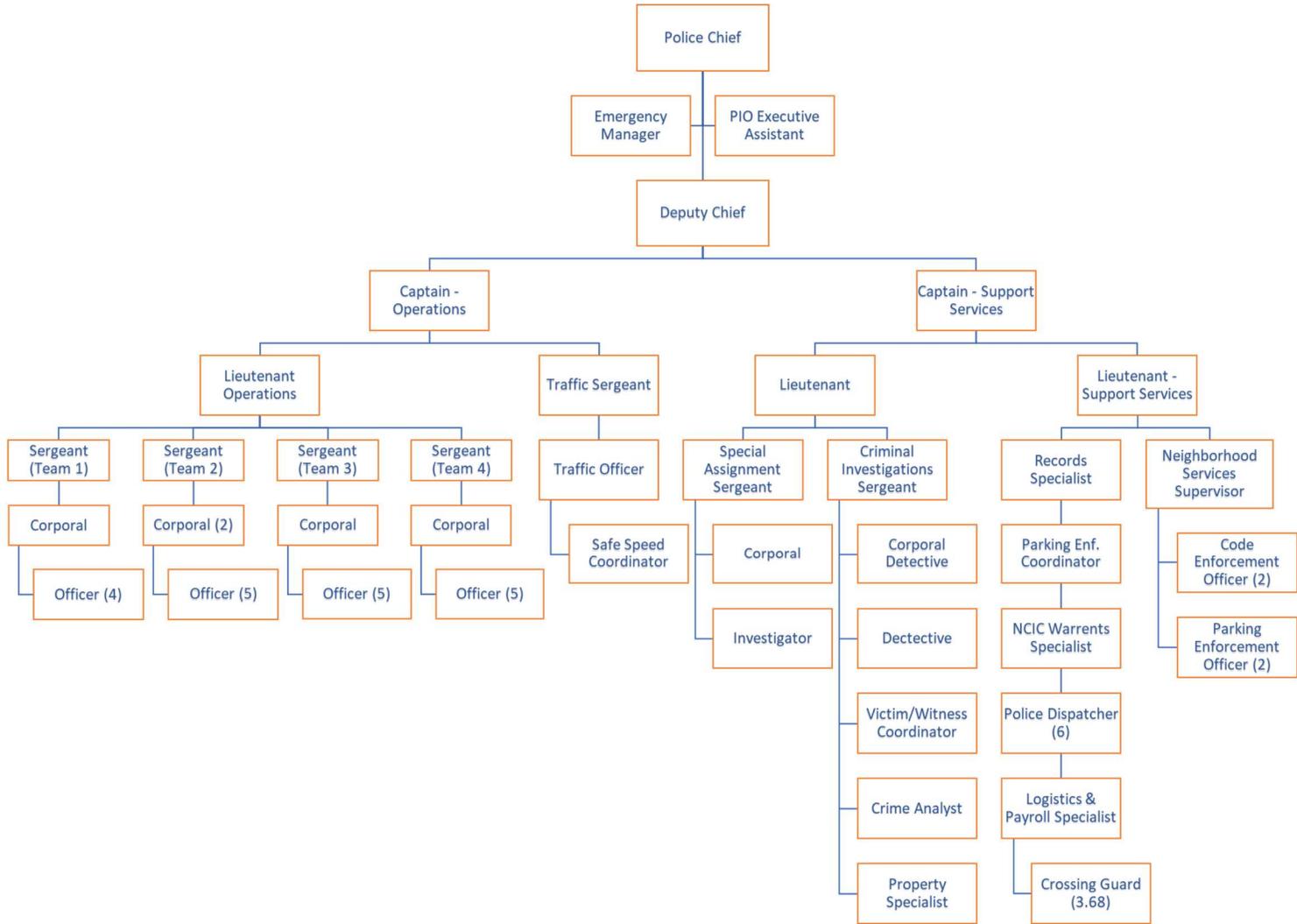
Department Overview:

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.***



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Office of the Chief 2100							
Chief of Police	131	167,012.95	165,463.35	1.00	1.00	1.00	-
Deputy Chief of Police	128	131,943.79	130,718.68	1.00	1.00	1.00	-
Emergency Manager	119	74,380.59	73,695.26	1.00	1.00	1.00	-
PIO/ Executive Assistant	115	74,271.91	73,576.88	1.00	1.00	1.00	-
Total Office of the Chief FTE		447,609.24	443,454.17	4.00	4.00	4.00	-
FTEs with benefits		447,609.24	443,454.17	4.00	4.00	4.00	-
FTEs without benefits				-	-	-	-
Total Office of the Chief FTE		447,609.24	443,454.17	4.00	4.00	4.00	-
Communications 2200							
Senior Dispatcher	116	68,207.57	67,567.23	1.00	1.00	1.00	-
Police Dispatcher	113	57,807.78	48,817.59	1.00	1.00	1.00	-
Police Dispatcher	113	54,656.06	49,549.76	1.00	1.00	1.00	-
Police Dispatcher	113	53,873.56	48,817.59	1.00	1.00	1.00	-
Police Dispatcher	113	50,179.51	52,892.95	1.00	1.00	1.00	-
Police Dispatcher	113	49,274.88	51,047.39	1.00	1.00	1.00	-
Police Dispatcher	113	49,275.64	51,047.39	1.00	1.00	1.00	-
Total Communications FTE		383,275.00	369,739.90	7.00	7.00	7.00	-
FTEs with benefits		383,275.00	369,739.90	7.00	7.00	7.00	-
FTEs without benefits				-	-	-	-
Total Communications FTE		383,275.00	369,739.90	7.00	7.00	7.00	-

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21- FY22
Operations 2300							
Police Captain	126	127,545.30	126,361.39	1.00	1.00	1.00	-
Police Lieutenant	124	106,945.99	105,953.29	1.00	1.00	1.00	-
Police Sergeant	122	87,400.46	86,591.15	1.00	1.00	1.00	-
Police Sergeant	122	87,400.46	86,591.15	1.00	1.00	1.00	-
Police Sergeant	122	86,118.03	85,526.98	1.00	1.00	1.00	-
Police Sergeant	122	86,118.03	85,311.49	1.00	1.00	1.00	-
Police Corporal	119	80,140.63	72,606.18	1.00	1.00	1.00	-
Police Corporal	119	80,140.63	77,061.60	1.00	1.00	1.00	-
Police Corporal	119	80,913.14	79,390.70	1.00	1.00	1.00	-
Police Corporal	119	77,793.14	80,581.59	1.00	1.00	1.00	-
Police Corporal	119	72,206.99	80,181.60	1.00	1.00	1.00	-
Police Corporal	119	72,206.99	-	-	1.00	-	(1.00)
Police Corporal	119	72,206.99	-	-	1.00	-	(1.00)
Police Corporal	119	72,206.99	-	-	1.00	-	(1.00)
Private First Class	117	76,010.79	67,846.43	1.00	1.00	1.00	-
Private First Class	117	72,685.18	70,945.54	1.00	1.00	1.00	-
Private First Class	117	68,490.14	62,979.14	1.00	1.00	1.00	-
Private First Class	117	65,490.57	62,979.14	1.00	1.00	1.00	-
Private First Class	117	64,512.45	62,979.14	1.00	1.00	1.00	-
Private First Class	117	-	65,855.95	-	1.00	1.00	-
Private First Class	117	-	67,043.85	-	-	1.00	1.00
Private	117	64,512.45	62,457.97	1.00	1.00	1.00	-
Private	117	60,795.59	59,337.97	1.00	1.00	1.00	-
Private	117	63,024.42	63,923.85	1.00	1.00	1.00	-
Private	117	63,024.42	59,337.97	1.00	1.00	1.00	-
Private	117	59,904.42	64,187.95	1.00	1.00	1.00	-
Private	117	59,893.92	63,923.85	1.00	1.00	1.00	-
Private	117	59,893.92	61,131.46	1.00	1.00	1.00	-
Private	117	55,665.90	62,457.97	1.00	1.00	1.00	-
Private	117	59,904.42	62,457.97	1.00	1.00	1.00	-
Private	117	59,904.42	62,457.97	1.00	1.00	1.00	-
Private	117	59,904.42	62,457.97	1.00	1.00	1.00	-
Private	117	59,904.42	62,457.97	1.00	1.00	1.00	-
Private	117	57,383.72	62,457.97	1.00	1.00	1.00	-
Total Operations FTE		2,260,344.90	2,173,377.18	28.00	32.00	30.00	(2.00)
FTEs with benefits		2,260,344.90	2,173,377.18	28.00	32.00	30.00	(2.00)
FTEs without benefits				-	-	-	-
Total Operations FTE		2,260,344.90	2,173,377.18	28.00	32.00	30.00	(2.00)

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Criminal Investigations 2400							
Police Captain	126	125,134.15	123,981.57	1.00	1.00	1.00	-
Police Lieutenant	124	105,365.50	92,665.97	-	1.00	1.00	-
Police Sergeant	122	90,052.25	85,311.49	1.00	1.00	1.00	-
Police Sergeant	122	86,118.03	85,311.49	1.00	-	1.00	1.00
Police Corporal	119	80,913.14	79,970.72	1.00	1.00	1.00	-
Police Corporal	119	77,793.14	77,061.39	1.00	1.00	1.00	-
Police Corporal	119	71,141.93	70,475.95	1.00	-	1.00	1.00
Private First Class	117	66,468.69	65,855.95	1.00	-	1.00	1.00
Private	117	64,522.75	63,923.81	1.00	-	-	-
Victim/Witness Coordinator	117	68,610.57	68,002.56	0.80	1.00	1.00	-
Crime Analyst	115	59,401.90	58,850.43	1.00	1.00	1.00	-
Evidence Specialist	113	59,797.95	59,242.50	1.00	1.00	1.00	-
Total Criminal Investigations FTE		955,320.00	930,653.83	10.80	8.00	11.00	3.00
FTEs with benefits		955,320.00	930,653.83	10.80	8.00	11.00	3.00
FTEs without benefits				-	-	-	-
Total Criminal Investigations FTE		955,320.00	930,653.83	10.80	8.00	11.00	3.00
Administrative Services 2500							
Police Lieutenant	124	96,361.21	95,466.74	1.00	1.00	1.00	-
Police Sergeant	122	-	-	1.00	1.00	-	(1.00)
Logistics/Payroll Specialist	115	72,076.58	71,418.19	1.00	1.00	1.00	-
Parking Enforcement Coordinator	112			1.00	-	-	-
Record Assistant	113	57,003.54	56,499.16	-	1.00	1.00	-
Office Assistant II	112	56,558.68	55,587.70	1.00	1.00	1.00	-
Crossing Guard	105	19,462.08	19,281.33	0.38	0.385	0.385	-
Crossing Guard	105	15,800.40	15,653.53	0.38	0.385	0.385	-
Crossing Guard	105	15,800.40	15,422.20	0.38	0.385	0.385	-
Crossing Guard	105	18,686.32	16,622.20	0.38	0.385	0.385	-
Crossing Guard	105	15,566.32	15,653.53	0.38	0.39	0.385	-
Crossing Guard	105	15,385.08	15,246.34	0.38	0.41	0.41	-
Crossing Guard	105	14,258.90	14,530.55	0.38	0.385	0.385	-
Crossing Guard	105	13,217.16	13,600.00	0.38	0.385	0.385	-
Crossing Guard	105	13,217.16	13,092.42	0.38	0.38	0.385	0.01
Crossing Guard Substitute	105	6,270.00	6,800.00	0.19	0.19	0.19	-
Total Administrative Services FTE		429,663.82	424,873.89	8.61	8.67	7.68	(0.99)
FTEs with benefits		429,663.82	424,873.89	8.61	8.67	7.68	(0.99)
FTEs without benefits				-	-	-	-
Total Administrative Services FTE		429,663.82	424,873.89	8.61	8.67	7.68	(0.99)

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Neighborhood Services 2600							
Parking Enforcement Officer	112	60,916.02	60,387.92	1.00	1.00	1.00	-
Parking Enforcement Officer	112	48,823.40	53,159.45	1.00	1.00	1.00	-
Senior Code Enforcement Inspector	116	60,534.76	59,980.18	1.00	1.00	1.00	-
Code Enforcement Inspector	114	52,514.18	52,027.15	1.00	1.00	1.00	-
Neighborhood Services Supervisor	122	99,942.64	99,007.46	1.00	1.00	1.00	-
Total Neighborhood Services FTE		322,731.00	324,562.16	5.00	5.00	5.00	-
FTEs with benefits		322,731.00	324,562.16	5.00	5.00	5.00	-
FTEs without benefits				-	-	-	-
Total Neighborhood Services FTE		322,731.00	324,562.16	5.00	5.00	5.00	-
Speed Camera 0060							
Police Sergeant	122	78,711.27	81,584.81	1.00	1.00	1.00	-
Police Corporal	119	78,945.15	78,217.45	-	1.00	1.00	-
Police Officer	117	-	-	1.00	-	-	-
Photo Enforcement Analyst	112	56,948.32	56,421.62	1.00	1.00	1.00	-
Total Speed Camera FTE		214,604.74	216,223.88	3.00	3.00	3.00	-
FTEs with benefits		214,604.74	216,223.88	3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Speed Camera FTE		214,604.74	216,223.88	3.00	3.00	3.00	-
Total Police Department FTE		5,013,548.70	4,882,885.01	66.41	67.67	67.68	0.01

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Police Protection (State)</i>	461,499	445,000	445,000	452,000	7,000	1.57%
<i>County Police Rebate</i>	1,172,721	1,126,000	1,126,000	1,263,255	137,255	12.19%
<i>In Lieu of Police</i>	2,515,147	2,615,740	2,515,147	2,575,799	(39,941)	(1.53%)
<i>In Lieu of Crossing Guard</i>	182,384	182,384	182,384	186,782	4,398	2.41%
<i>Summons and Fines</i>	168,109	200,000	170,000	170,000	(30,000)	(15.00%)
<i>Public Parking Facilities</i>	92,324	61,500	40,000	50,000	(11,500)	(18.70%)
<i>Parking Permits</i>	4,888	11,000	13,000	13,000	2,000	18.18%
<i>Parking Administrative Fees</i>	75	2,000	-	-	(2,000)	(100.00%)
<i>Municipal Infractions</i>	6,080	10,000	6,000	6,000	(4,000)	(40.00%)
<i>Subtotal</i>	4,603,226	4,653,624	4,497,531	4,716,836	63,212	1.36%
<i>General Fund</i>	3,781,909	4,229,668	4,438,563	4,601,886	372,219	8.80%
<i>Department Total</i>	8,385,135	8,883,292	8,936,094	9,318,722	435,431	4.90%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Office of the Chief</i>	934,503	1,054,716	1,008,385	1,073,660	18,944	1.80%
<i>Communications</i>	610,304	609,348	531,054	627,817	18,469	3.03%
<i>Operations</i>	4,034,684	4,051,705	4,500,537	4,127,778	76,073	1.88%
<i>Criminal Investigations</i>	1,539,091	1,764,540	1,630,140	2,005,013	240,473	13.63%
<i>Administrative Services</i>	853,760	833,605	742,480	914,881	81,276	9.75%
<i>Neighborhood Services</i>	412,792	569,378	523,498	569,573	195	0.03%
<i>Department Total</i>	8,385,135	8,883,292	8,936,094	9,318,722	435,431	4.90%

Department Summary

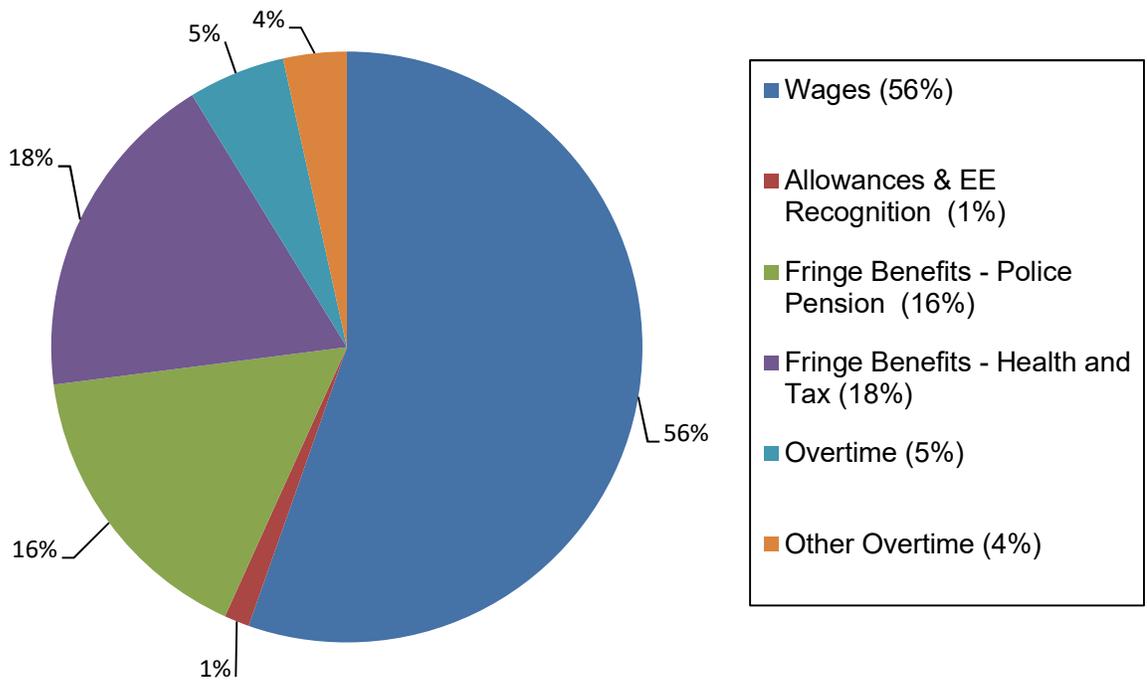
<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	4,473,335	4,520,000	5,056,396	4,692,192	172,192	3.81%
<i>Car and Clothing Allowances</i>	56,942	90,450	61,572	90,170	(280)	(0.31%)
<i>Fringe Benefits</i>	2,514,449	2,663,281	2,420,951	2,920,409	257,129	9.65%
<i>Overtime</i>	378,371	402,930	318,185	448,500	45,570	11.31%
<i>Overtime -Training</i>	63,494	55,800	43,450	62,000	6,200	11.11%
<i>Overtime -Holiday</i>	44,720	15,300	60,190	17,000	1,700	11.11%
<i>Night Differential</i>	55,520	86,500	58,449	86,500	-	-
<i>Overtime -Court</i>	25,983	58,770	12,770	65,300	6,530	11.11%
<i>Overtime Staffing</i>	85,929	63,500	40,400	63,500	-	-
<i>K-9 Allowance</i>	10,120	19,500	5,500	5,720	(13,780)	(70.67%)
<i>Employee Recognition</i>	94,756	10,500	26,558	20,000	9,500	90.48%
<i>Personnel Subtotal</i>	7,803,976	7,986,531	8,104,421	8,471,291	484,760	6.07%
<i>Supplies</i>	85,782	112,620	134,997	100,875	(11,745)	(10.43%)
<i>Computer Expenditures</i>	14,265	26,946	25,528	25,528	(1,418)	(5.26%)
<i>Vehicle Fuel</i>	80,608	108,000	65,550	73,000	(35,000)	(32.41%)
<i>Repairs & Maintenance</i>	58,341	69,600	53,315	69,600	-	-
<i>Services and Charges</i>	181,893	350,189	348,489	333,825	(16,364)	(4.67%)
<i>Communication</i>	62,919	81,896	81,896	82,168	272	0.33%
<i>Office Expenditures</i>	27,502	29,200	30,025	32,700	3,500	11.99%
<i>Conferences, Training, & Dues</i>	50,930	84,212	57,775	89,717	5,505	6.54%
<i>Recruitment</i>	15,132	14,090	14,090	20,010	5,920	42.02%
<i>Special Events & Programs</i>	3,787	20,008	20,008	20,008	-	-
<i>Operating Exp Subtotal</i>	581,159	896,761	831,673	847,431	(49,330)	(5.50%)
<i>Department Total</i>	8,385,135	8,883,292	8,936,094	9,318,722	435,431	4.90%

Department Summary

Police Personnel Expenditure by Type - Total

8,471,291

Wages (56%)	4,692,192
Allowances & EE Recognition (1%)	115,890
Fringe Benefits-Police Pension (16%)	1,373,750
Fringe Benefits-Health and Tax (18%)	1,546,659
Overtime (5%)	448,500
Other Overtime (4%)	294,300



Adjusted to Estimated Actual FY21:

- *Departmental expenditures are expected to be \$52,802 higher than budgeted.*

FY22 Budget Highlights:

- *Departmental expenditures are \$435,431 higher – an increase of 4.9 percent – compared to budgeted expenditures for FY21.*
- *The variance is attributable to an increase in wages and fringe benefits due to the Department becoming fully staffed.*
- *Approximately 91 percent, or \$8.5 million, of departmental expenditures are personnel related.*
- *Supplies account for about 1.1 percent of the departmental expenditures, which include items such as uniforms and body armor for new hires and replacement body armor for current employees (\$32,685), detective supplies (\$5,000), expendable supplies (\$11,750), Clean and Lien (\$5,000), and educational supplies related to Neighborhood Services Team activities (\$10,000).*
- *Vehicle-related expenditures account for about 1.5 percent of Adjusted departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$73,000) and vehicle repair materials (\$69,600).*
- *Services and charges account for about 3.6 percent of departmental expenditures. These include the contractual costs for parking ticket processing and parking meter collection, and the contract for the in-car, body-worn, and interview room cameras.*

FY21 Accomplishments:

- *The Department is currently at full staffing for officers. We have hired 4 experienced lateral officers and one recruit, who will be attending Montgomery County Police Academy Session 73 beginning in July.*
- *The Department continues its efforts to reduce their carbon footprint. We have leased 3 electric Chevy Bolts for our Neighborhood Services team. The Police Department has purchased 4 Hybrid pursuit rated patrol SUVs this past fiscal year.*
- *The Police Department held their Annual Coat Drive, Towel/Blanket Drive for pets and their Toy Drive. Officers distributed in excess of 400 toys to children in the area last Holiday season.*
- *Department personnel continued their annual participation in Breast Cancer Awareness Month in October, which included wearing specially designed pink badges for the month.*
- *For the first time in many years, the Police Department designed a new Inauguration badge, for the 59th Presidential Inauguration. Officers are authorized to wear this badge throughout 2021.*
- *Upgraded our body worn cameras to the latest model, the Axon 3, for improved performance and features such as enhanced low-light performance and reduced motion blur.*
- *Upgraded our Tasers to the latest, the Taser 7, and all police personnel attended training on Taser/Handgun Confusion*
- *Working with the Local Government Insurance Trust, the Police Department hosted training on Law Enforcement Implicit Bias and Law Enforcement De-escalation & Crisis Management.*
- *Sent 2 instructors to train the trainer for Active Bystander for Law Enforcement (ABLE) training.*
- *Cosmetic upgrades throughout the department, to include signage, painting and carpeting, greatly improving the appearance of the station and providing better working conditions.*
- *We resumed our Drug Take-Back day in October, and held another in April. Between the 2 events, we collected over 640 pounds of unused, unwanted and expired medications.*

FY22 Goals:

- *The Mobile Surveillance solution that was again postponed, due to COVID, will be purchased and will allow the department the flexibility to provide a mobile solution for special events and to address crime trends.*
- *All police personnel will be scheduled to attend ABLE training.*
- *We will be looking to partner with LGIT again, and host more training sessions here in Takoma Park.*
- *The department will continue to reduce its carbon footprint with the purchase of additional Hybrid patrol vehicles to replace conventional gasoline engine SUVs.*
- *After not being held last year, National Night Out will return in August, with a bigger and better community event.*
- *The Department is researching the expansion of its automated enforcement program, to include the addition of red light cameras.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of officers hired	6	9	4	3
Number of civilians hired	4	3	2	2
Emergency Management activities	50	50	50	50
Emergency Management training	40	40	40	40
Community events	35	35	35	20
Community advisories	328	328	325	325
Council of Governments meetings	24	24	24	24

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Office of the Chief</i>	934,503	1,054,716	1,008,385	1,073,660	18,944	1.80%
<i>Division Total</i>	934,503	1,054,716	1,008,385	1,073,660	18,944	1.80%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	435,123	435,000	413,493	443,454	8,454	1.94%
<i>Car and Clothing Allowances</i>	3,172	4,600	4,600	3,980	(620)	(13.48%)
<i>Fringe Benefits</i>	222,839	217,330	215,879	225,824	8,494	3.91%
<i>Overtime</i>	7,522	9,000	9,000	10,000	1,000	11.11%
<i>Overtime Staffing</i>	(7)	-	-	-	-	-
<i>Night Differential</i>	(62)	-	200	-	-	-
<i>Employee Recognition</i>	1,326	-	-	1,500	1,500	-
<i>Personnel Subtotal</i>	669,914	665,930	643,171	684,758	18,828	2.83%
<i>Supplies</i>	41,744	34,410	39,075	35,475	1,065	3.10%
<i>Computer Expenditures</i>	3,649	4,600	4,600	4,600	-	-
<i>Services and Charges</i>	133,925	222,966	222,966	207,592	(15,374)	(6.90%)
<i>Office Expenditures</i>	19,792	15,500	15,500	18,500	3,000	19.35%
<i>Conferences, Training, & Dues</i>	46,561	77,212	48,975	82,717	5,505	7.13%
<i>Recruitment</i>	15,132	14,090	14,090	20,010	5,920	42.02%
<i>Special Events & Programs</i>	3,787	20,008	20,008	20,008	-	-
<i>Operating Exp Subtotal</i>	264,590	388,786	365,214	388,902	116	0.03%
<i>Division Total</i>	934,503	1,054,716	1,008,385	1,073,660	18,944	1.80%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$46,331 less than budget.*
- *The variance is attributable to lower than expected salaries and a large reduction in Conferences and Training due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$18,944 higher – an increase of 1.8 percent – compared to budgeted expenditures for FY21.*
- *Division FTEs remain the same.*
- *Approximately 64 percent of division expenditures are personnel related.*
- *Supplies account for about 3.3 percent of division expenditures, which include purchases related to body armor and uniforms for new hires (\$22,465), replacement of aging body armor for existing staff (\$6,220), and uniforms for civilian staff (\$4,000).*
- *Services and charges account for about 19.3 percent of division expenditures and include contractual costs, which have an associated combined cost of \$199,012. The main expense under this category is for contract for and storage of video associated with the body-worn cameras, in-car cameras and interview room cameras, which is estimated to be \$176,998 in FY22.*
- *Conferences, training, and dues account for about 7.7 percent, or \$82,717, of division expenditures, which are largely comprised of the police accreditation program (\$15,000), firearms training (\$22,000), and other training and conferences including the International Association of Chiefs of Police, Maryland Chiefs Conference, and FBI National Academy Conference (\$19,737). Other professional organization training, publications, and professional dues total \$5,980.*
- *Recruitment accounts for 1.9 percent of division expenditures and includes job fairs (\$2,700), medical, psychological and polygraph tests (\$13,240), and fingerprinting, and office supplies (\$1,570).*

- *Special Events and Programs account for a little over 1.9 percent of division expenditures, which consists of Emergency Response Team supplies (\$10,000) and the Neighborhood Services Team electric vehicle leases (\$10,008).*
- *Office Expenditures account for 1.7% of division expenditures which include the employee recognition and awards event (\$8,500). Computer expenditures account for .4 percent of the division expenditures. These funds are used to replace aging computer equipment (\$4,600).*

Communications

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2019	Calendar 2020	Projected 2021
Number of calls for service dispatched	12,618	12,081	14,000
Phone Calls received	18,000	20,000	18,000
Training classes	84	84	84
Warrants Processed	309	325	300

Communications

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Communications</i>	610,304	609,348	531,054	627,817	18,469	3.03%
<i>Division Total</i>	610,304	609,348	531,054	627,817	18,469	3.03%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	378,423	375,000	346,234	369,740	(5,260)	(1.40%)
<i>Car and Clothing Allowances</i>	2,400	3,850	2,160	3,850	-	-
<i>Fringe Benefits</i>	135,924	139,758	93,605	156,492	16,734	11.97%
<i>Overtime</i>	53,517	40,500	45,062	45,000	4,500	11.11%
<i>Overtime -Training</i>	-	900	900	1,000	100	11.11%
<i>Overtime -Holiday</i>	1,093	2,700	3,790	3,000	300	11.11%
<i>Night Differential</i>	5,509	13,500	5,000	13,500	-	-
<i>Employee Recognition</i>	10,204	-	1,164	500	500	-
<i>Personnel Subtotal</i>	587,071	576,208	497,914	593,082	16,874	2.93%
<i>Supplies</i>	8,963	3,500	3,500	3,500	-	-
<i>Computer Expenditures</i>	29	5,300	5,300	5,300	-	-
<i>Services and Charges</i>	-	-	-	1,595	1,595	-
<i>Communication</i>	14,176	24,140	24,140	24,140	-	-
<i>Office Expenditures</i>	64	200	200	200	-	-
<i>Operating Exp Subtotal</i>	23,233	33,140	33,140	34,735	1,595	4.81%
<i>Division Total</i>	610,304	609,348	531,054	627,817	18,469	3.03%

Communications

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$78,294 less than budgeted.*
- *The variance is attributable to staff vacancies.*

FY22 Budget Highlights:

- *Division expenditures are \$18,469 higher – an increase of 3 percent – compared to budgeted expenditures for FY21.*
- *Division FTEs remain the same.*
- *Approximately 94.5 percent of division expenditures are personnel related.*
- *The total non-personnel operating expenditures represent about 5.5 percent of division expenditures. The main cost is under the communication category, which includes the cost of wireless internet access for the in-car computer systems (\$24,140).*
- *Supplies account for just under 0.6 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.*
- *Computer Expenditures account for 0.8 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2019	Calendar 2020	Projected 2021
Number of Security Surveys	20	20	20
Foot and Bike Patrol Hours	3,000	2,259	3,000
Number of Vacant Home Checks	116	120	120
Number of traffic stops	2,337	1,700	2,000

Operations

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Operations</i>	4,034,684	4,051,705	4,500,537	4,127,778	76,073	1.88%
<i>Division Total</i>	4,034,684	4,051,705	4,500,537	4,127,778	76,073	1.88%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	2,109,014	1,988,830	2,700,106	2,012,801	23,971	1.21%
<i>Car and Clothing Allowances</i>	31,357	56,000	38,022	54,250	(1,750)	(3.13%)
<i>Fringe Benefits</i>	1,263,561	1,320,635	1,291,210	1,389,597	68,962	5.22%
<i>Overtime</i>	188,562	264,780	125,000	295,000	30,220	11.41%
<i>Overtime -Training</i>	60,452	49,500	40,000	55,000	5,500	11.11%
<i>Overtime -Holiday</i>	43,283	8,100	55,000	9,000	900	11.11%
<i>Night Differential</i>	43,426	60,000	46,569	60,000	-	-
<i>Overtime -Court</i>	24,887	54,000	10,000	60,000	6,000	11.11%
<i>Overtime Staffing</i>	81,210	60,000	36,500	60,000	-	-
<i>K-9 Allowance</i>	10,120	19,500	5,500	5,720	(13,780)	(70.67%)
<i>Employee Recognition</i>	66,302	8,500	20,732	7,000	(1,500)	(17.65%)
<i>Personnel Subtotal</i>	3,922,174	3,889,845	4,368,639	4,008,368	118,523	3.05%
<i>Supplies</i>	7,138	25,210	40,922	16,900	(8,310)	(32.96%)
<i>Computer Expenditures</i>	63	2,400	2,400	2,400	-	-
<i>Vehicle Fuel</i>	62,185	85,000	50,500	50,000	(35,000)	(41.18%)
<i>Repairs & Maintenance</i>	39,442	42,500	30,500	42,500	-	-
<i>Services and Charges</i>	2,509	5,750	5,750	6,110	360	6.26%
<i>Office Expenditures</i>	1,153	1,000	1,825	1,500	500	50.00%
<i>Conferences, Training, & Dues</i>	21	-	-	-	-	-
<i>Operating Exp Subtotal</i>	112,511	161,860	131,897	119,410	(42,450)	(26.23%)
<i>Division Total</i>	4,034,684	4,051,705	4,500,537	4,127,778	76,073	1.88%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$448,832 more than budget.*
- *The variance is primarily attributable to higher than expected wage costs.*

FY22 Budget Highlights:

- *Division expenditures are \$76,073 higher – an increase of 1.9 percent – compared to budgeted expenditures for FY21.*
- *Approximately 97 percent of division expenditures are personnel related.*
- *Division FTEs reduces by 2.*
- *Supplies account for about 0.4 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 (\$5,150).*
- *Vehicle fuel accounts for the largest spending in the division operating expenditures, approximately 1.2 percent (\$50,000), 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 1 percent (\$42,500). This category includes repair and maintenance for all of the police vehicles.*
- *Conferences, dues, and training for Operations staff are included in the Office of the Chief division, as it may cover staff from other divisions in the Police Department.*

Criminal Investigations

Division Purpose:

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

Management Objectives:

- Increase arrests in the Criminal Investigations Unit through a collaborative effort of all members of the unit that include 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 2019	Calendar 2020	Projected 2021
Number of cases assigned	169	148	150
Number of cases closed	107	84	82
Number of cases exceptionally cleared	4	5	4
Closure/clearance percentage	66	57	57
Number of search warrants obtained	67	34	30
Number of arrest warrants obtained	26	13	15



Criminal Investigations

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Criminal Investigations</i>	1,539,091	1,764,540	1,630,140	2,005,013	240,473	13.63%
<i>Division Total</i>	1,539,091	1,764,540	1,630,140	2,005,013	240,473	13.63%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	781,677	1,000,000	905,159	1,114,326	114,326	11.43%
<i>Car and Clothing Allowances</i>	11,154	15,100	12,000	17,190	2,090	13.84%
<i>Fringe Benefits</i>	552,753	583,480	503,097	686,945	103,464	17.73%
<i>Overtime</i>	119,950	75,150	132,408	83,500	8,350	11.11%
<i>Overtime--Training</i>	2,750	4,050	1,200	4,500	450	11.11%
<i>Overtime--Holiday</i>	344	3,600	500	4,000	400	11.11%
<i>Night Differential</i>	6,119	12,500	6,555	12,500	-	-
<i>Overtime--Court</i>	1,096	4,500	2,500	5,000	500	11.11%
<i>Overtime--Staff Shortage</i>	4,726	2,000	3,900	2,000	-	-
<i>Employee Recognition</i>	11,110	-	1,923	3,500	3,500	-
<i>Personnel Subtotal</i>	1,491,678	1,700,380	1,569,241	1,933,461	233,080	13.71%
<i>Supplies</i>	4,345	5,000	11,500	5,000	-	-
<i>Computer Expenditures</i>	2,604	2,500	2,500	2,500	-	-
<i>Vehicle Fuel</i>	13,307	16,000	10,525	16,000	-	-
<i>Repairs & Maintenance</i>	13,478	20,000	15,715	20,000	-	-
<i>Services and Charges</i>	8,217	12,159	12,159	19,552	7,393	60.80%
<i>Office Expenditures</i>	5,462	6,000	6,000	6,000	-	-
<i>Conferences, Training, & Dues</i>	-	2,500	2,500	2,500	-	-
<i>Operating Exp Subtotal</i>	47,413	64,159	60,899	71,552	7,393	11.52%
<i>Division Total</i>	1,539,091	1,764,540	1,630,140	2,005,013	240,473	13.63%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$134,400 less than budget.*
- *The variance is attributable to lower than expected wage and fringe benefit costs.*

FY22 Budget Highlights:

- *Division expenditures are \$240,473 higher – an increase of 13.6 percent – compared to budgeted expenditures for FY21.*
- *The increase is attributable to higher costs for fringe benefits.*
- *Division FTEs increase by 3.*
- *Approximately 96 percent of division expenditures are personnel related.*
- *The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$20,000), which is just under 1 percent of division expenditures, and vehicle fuel, which is 0.8 percent (\$16,000).*
- *Services and charges make up approximately 1 percent of division expenditures. This includes charges for Blue Team and IA Pro Internal Affairs (\$2,166), Lexus Nexus (\$6,809.28), Case Closed (\$2,250) and Hawk Analytics (\$3,990).*
- *Supplies make up just over 0.2 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 2019	Calendar 2020	Projected 2021
Total Parking Permits Issued	650	882	1,000
Total Parking citations processed	3,503	5,500	4,000
Number of reports processed	1,280	2,000	1,500

Administrative Services

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Administrative Services</i>	853,760	833,605	742,480	914,881	81,276	9.75%
<i>Division Total</i>	853,760	833,605	742,480	914,881	81,276	9.75%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21-FY22</i>	<i>Change (%) Adj FY21-FY22</i>
<i>Wages</i>	505,129	406,170	388,500	427,308	21,138	5.20%
<i>Car and Clothing Allowances</i>	7,899	8,150	3,350	8,150	-	-
<i>Fringe Benefits</i>	227,104	269,077	212,925	323,581	54,504	20.26%
<i>Overtime</i>	7,842	9,000	1,500	10,000	1,000	11.11%
<i>Overtime--Training</i>	293	1,350	1,350	1,500	150	11.11%
<i>Overtime--Holiday</i>	-	900	900	1,000	100	11.11%
<i>Night Differential</i>	527	500	50	500	-	-
<i>Overtime--Court</i>	-	270	270	300	30	11.11%
<i>Overtime--Staff Shortage</i>	357	1,500	-	1,500	-	-
<i>Employee Recognition</i>	5,194	2,000	2,740	7,500	5,500	275.00%
<i>Personnel Subtotal</i>	754,344.72	698,917	611,585	781,339	82,422	11.79%
<i>Supplies</i>	13,434	22,500	22,500	22,500	-	-
<i>Computer Expenditures</i>	7,920	10,546	9,128	9,128	(1,418)	(13.45%)
<i>Vehicle Fuel</i>	5,115	7,000	4,525	7,000	-	-
<i>Repairs & Maintenance</i>	2,863	3,100	3,100	3,100	-	-
<i>Services and Charges</i>	16,001	27,786	26,086	27,786	-	-
<i>Communication</i>	48,742	57,756	57,756	58,028	272	0.47%
<i>Office Expenditures</i>	992	1,500	1,500	1,500	-	-
<i>Conferences, Training, Dues & Other</i>	4,347	4,500	6,300	4,500	-	-
<i>Operating Exp Subtotal</i>	99,415	134,688	130,895	133,542	(1,146)	(0.85%)
<i>Division Total</i>	853,760	833,605	742,480	914,881	81,276	9.75%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$91,125 less than budget*
- *The decrease is due to lower personnel costs.*

FY22 Budget Highlights:

- *Division expenditures are \$81,276 higher – an increase of 9.75 percent – compared to budgeted expenditures for FY21.*
- *The increase is due to higher personnel costs.*
- *Division FTEs reduces by 0.99.*
- *Approximately 85 percent of division expenditures are personnel related.*
- *Approximately 2 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 supplies needed for various community events, such as Coffee with a Cop.*
- *Services and charges represent about 3 percent of division expenditures which include computer fees (\$3,108), postage/delivery (\$3,500), copying (\$5,928), and printing (\$13,000).*
- *Communication accounts for 6 percent of division expenditures and includes telephone (\$9,000) and cell phones (\$49,028) for the Department.*
- *Computer expenditures make up a little less than one percent (\$9,128) of division expenditures. These funds are used to replace aging computer equipment.*

Neighborhood Services

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 three 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 2019	Calendar 2020	Projected 2021
Parking citations Issued	3,091	3,094	4,500
Property Maintenance Code Complaints	676	953	900
Property Maintenance Code Cases Closed	235	98	100
Anti- Litter Events	2	3	2
Education Events	3	3	2

Neighborhood Services

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Neighborhood Services</i>	412,792	569,378	523,498	569,573	195	0.03%
<i>Division Total</i>	412,792	569,378	523,498	569,573	195	0.03%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	263,969	315,000	302,904	324,562	9,562	3.04%
<i>Car and Clothing Allowances</i>	960	2,750	1,440	2,750	-	-
<i>Fringe Benefits</i>	112,268	133,000	104,236	137,971	4,971	3.74%
<i>Overtime</i>	978	4,500	5,215	5,000	500	11.11%
<i>Night Differential</i>	-	-	75	-	-	-
<i>Employee Recognition</i>	620	-	-	-	-	-
<i>Personnel Subtotal</i>	378,795	455,250	413,870	470,283	15,033	3.30%
<i>Supplies</i>	10,157	22,000	17,500	17,500	(4,500)	(20.45%)
<i>Computer Expenditures</i>	-	1,600	1,600	1,600	-	-
<i>Repairs & Maintenance</i>	2,558	4,000	4,000	4,000	-	-
<i>Services and Charges</i>	21,242	81,528	81,528	71,190	(10,338)	(12.68%)
<i>Office Expenditures</i>	40	5,000	5,000	5,000	-	-
<i>Operating Exp Subtotal</i>	33,997	114,128	109,628	99,290	(14,838)	(13.00%)
<i>Division Total</i>	412,792	569,378	523,498	569,573	195	0.03%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$45,880 less than budget, a decrease of just over 8%.*
- *The decrease is due to lower than expected personnel and overtime costs.*

FY22 Budget Highlights:

- *Division FTEs remain unchanged.*
- *Approximately 82.6 percent of division expenditures are personnel related.*
- *Supplies account for 3.07 percent of division expenditures; this includes costs for Safe Grow and education efforts (\$11,000), and Clean and Lien (\$5,000).*
- *Services and charges made up approximately 12.5 percent of expenditures. The main cost is the contract with Complus for parking solutions and enforcement (\$66,000). The other charges consist of the contract with Serco for parking meter collection (\$3,600) and postage/delivery for Neighborhood Services mailings (\$1,500).*
- *Office Expenditures make up approximately 0.9 percent of division expenditures and consists mainly of initial and replacement uniforms for NST and current and new parking enforcement officers.*
- *Repairs and maintenance make up approximately 0.7 percent of division expenditures, and consists of repair and replacement of parking meters.*



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Department Summary

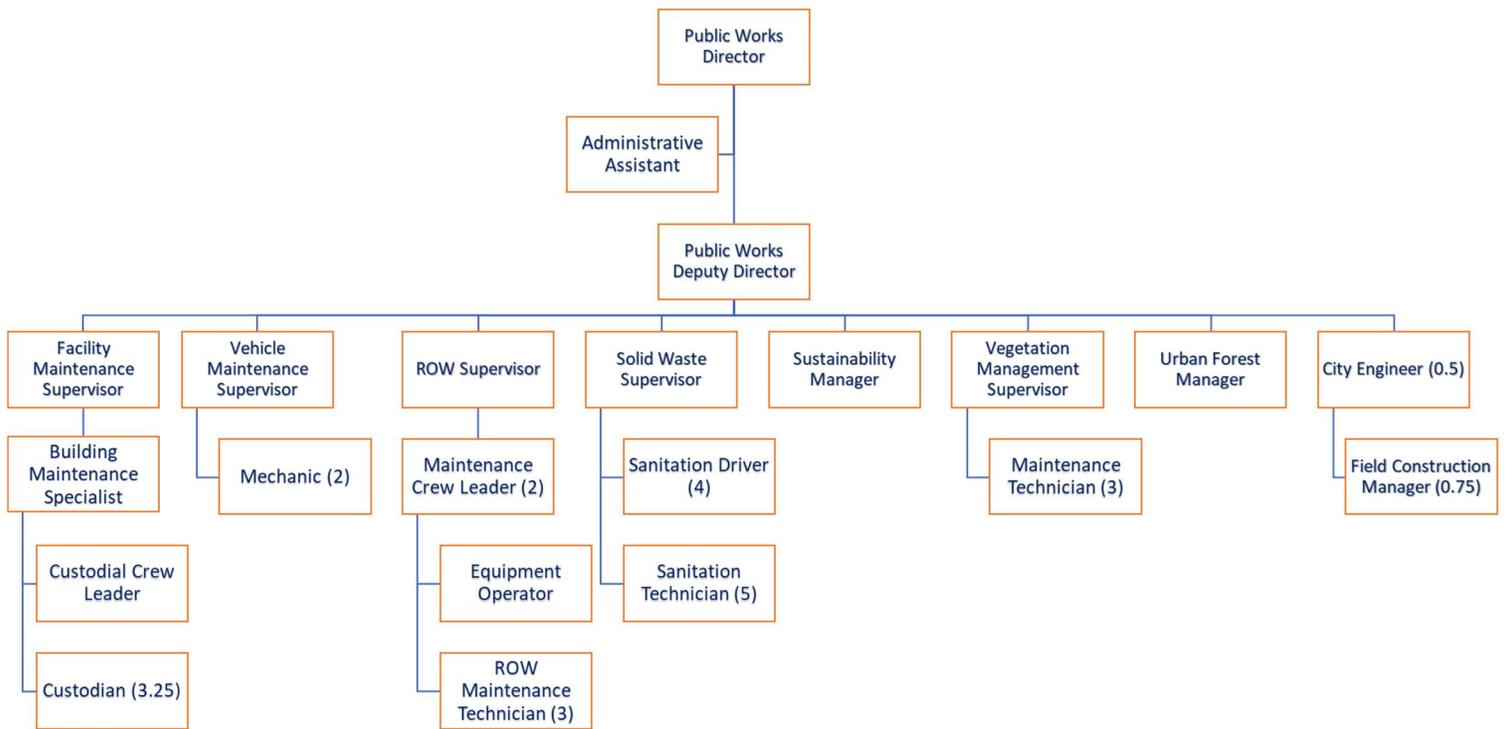
Department Overview:

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, vehicles, and equipment. The Department provides collection of solid waste, yard waste, recycling and food waste to all single-family and some multi-family residential properties in the City, as well as trash and recycling collection from public spaces. These activities advance the Council's interests in environmental sustainability and enhance the community's quality of life. The Department also oversees the City's Climate Action response and sustainability programming.

*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.***



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Public Works Administraton 3100							
Director of Public Works	130	139,113.16	137,821.87	1.00	1.00	1.00	-
Deputy Director of Public Works	126	108,680.00	118,565.70	-	1.00	1.00	-
Admin Assistant	111	50,340.58	49,879.88	1.00	1.00	1.00	-
Total Public Works Administration FTE		298,133.73	306,267.45	2.00	3.00	3.00	-
FTEs with benefits		298,133.73	306,267.45	2.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Public Works Administration FTE		298,133.73	306,267.45	2.00	3.00	3.00	-
Building Maintenance 3200							
Facility Maintenance Supervisor	120	78,097.45	78,540.72	1.00	1.00	1.00	-
Building Maintenance Specialist	114	59,565.00	60,379.74	1.00	1.00	1.00	-
Custodial Crew Leader	110	50,883.98	50,419.68	1.00	1.00	1.00	-
Custodian	106	47,167.12	46,727.35	1.00	1.00	1.00	-
Custodian	106	47,167.12	46,727.35	1.00	1.00	1.00	-
Custodian	106	41,864.34	41,480.46	1.00	1.00	1.00	-
Custodian	106	11,792.00	11,509.68	0.25	0.25	0.25	-
Total Building Maintenance FTE		336,537.00	335,784.98	6.25	6.25	6.25	-
FTEs with benefits		324,745.00	324,275.30	6.00	6.00	6.00	-
FTEs without benefits		11,792.00	11,509.68	0.25	0.25	0.25	-
Total Building Maintenance FTE		336,537.00	335,784.98	6.25	6.25	6.25	-
Equipment Maintenance 3300							
Vehicle Maintenance Supervisor	120	82,901.10	82,128.41	1.00	1.00	1.00	-
Mechanic	114	69,685.62	69,037.50	1.00	1.00	1.00	-
Mechanic	114	53,297.28	52,807.68	1.00	1.00	1.00	-
Total Equipment Maintenance FTE		205,884.00	203,973.59	3.00	3.00	3.00	-
FTEs with benefits		205,884.00	203,973.59	3.00	3.00	3.00	-
FTEs without benefits				-	-	-	-
Total Equipment Maintenance FTE		205,884.00	203,973.59	3.00	3.00	3.00	-

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Right of way - 3400							
Right of Way Maintenance Supervisor	119	79,966.74	77,061.54	1.00	1.00	1.00	-
Right of Way Crew Leader	112	53,717.26	54,766.13	1.00	1.00	1.00	-
Right of Way Crew Leader	112	52,861.95	52,373.84	1.00	1.00	1.00	-
Equipment Operator	110	50,883.98	50,419.68	1.00	1.00	1.00	-
Right of Way Maintenance Technican	109	51,449.11	50,965.35	1.00	1.00	1.00	-
Right of Way Maintenance Technican	109	47,036.70	46,609.96	1.00	1.00	1.00	-
Right of Way Maintenance Technican	109	47,341.25	45,921.14	1.00	1.00	1.00	-
Right of Way Maintenance Technican	109	-	-	1.00	-	-	-
Total Right of Way FTE		383,257.00	378,117.64	8.00	7.00	7.00	-
FTEs with benefits		383,257.00	378,117.64	8.00	7.00	7.00	-
FTEs without benefits				-	-	-	-
Total Right of Way FTE		383,257.00	378,117.64	8.00	7.00	7.00	-
Solid Waste 3500							
Solid Waste Supervisor	119	82,553.33	81,790.31	1.00	1.00	1.00	-
Sanitation Driver	110	56,491.86	55,958.03	1.00	1.00	1.00	-
Sanitation Driver	110	51,644.74	51,175.98	1.00	1.00	1.00	-
Sanitation Driver	110	50,883.98	48,940.45	1.00	1.00	1.00	-
Solid Waste Driver	110	49,405.93	50,419.68	1.00	1.00	1.00	-
Sanitation Technican	109	49,927.59	49,470.11	1.00	1.00	1.00	-
Solid Waste Technician 1	107	48,775.58	48,338.64	1.00	1.00	1.00	-
Solid Waste Technician 1	107	48,080.03	47,624.28	1.00	1.00	1.00	-
Solid Waste Technician 1	107	48,080.03	47,624.28	1.00	1.00	1.00	-
Solid Waste Technician 1	107	48,680.03	47,624.28	1.00	1.00	1.00	-
Total Solid Waste FTE		534,523.10	528,966.04	10.00	10.00	10.00	-
FTEs with benefits		534,523.10	528,966.04	10.00	10.00	10.00	-
FTEs without benefits				-	-	-	-
Total Solid Waste FTE		534,523.10	528,966.04	10.00	10.00	10.00	-
Sustainability 3600							
Sustainability Manager	122	102,964.00	100,492.57	1.00	1.00	1.00	-
Total Sustainability FTE		102,964.00	100,492.57	1.00	1.00	1.00	-
FTEs with benefits		102,964.00	100,492.57	1.00	1.00	1.00	-
FTEs without benefits				-	-	-	-
Total Sustainability FTE		102,964.00	100,492.57	1.00	1.00	1.00	-

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Vegetation Management 3700							
Vegetation Management Supervisor	119	76,285.00	74,823.32	1.00	1.00	1.00	-
Garden Maintenance Technican	109	52,992.37	52,505.76	1.00	1.00	1.00	-
Garden Maintenance Technican	109	49,188.57	48,739.03	1.00	1.00	1.00	-
Garden Maintenance Technican	109	47,431.06	45,922.03	1.00	1.00	1.00	-
Total Vegetation Management FTE		225,897.00	221,990.14	4.00	4.00	4.00	-
FTEs with benefits		225,897.00	221,990.14	4.00	4.00	4.00	-
FTEs without benefits				-	-	-	-
Total Vegetation Management FTE		225,897.00	221,990.14	4.00	4.00	4.00	-
Urban Forest 3800							
Urban Forest Manager	118	82,000.00	80,249.92	1.00	1.00	1.00	-
Total Urban Forest FTE		82,000.00	80,249.92	1.00	1.00	1.00	-
FTEs with benefits		82,000.00	80,249.92	1.00	1.00	1.00	-
FTEs without benefits				-	-	-	-
Total Urban Forest FTE		82,000.00	80,249.92	1.00	1.00	1.00	-
City Engineer 3900							
City Engineer	126	58,958.90	58,406.75	0.50	0.50	0.50	-
Field Construction Manager	119	59,209.10	63,356.11	0.75	0.75	0.75	-
Total City Engineer FTE		118,168.00	121,762.86	1.85	1.25	1.25	-
FTEs with benefits		118,168.00	121,762.86	1.85	1.25	1.25	-
FTEs without benefits				-	-	-	-
Total City Engineer FTE		118,168.00	121,762.86	1.85	1.25	1.25	-
Stormwater 0030							
City Engineer	126	58,958.90	58,406.75	0.50	0.50	0.50	-
Field Construction Manager	119	19,736.29	19,554.37	0.25	0.25	0.25	-
Total Stormwater FTE		78,695.19	77,961.12	1.15	0.75	0.75	-
FTEs with benefits		78,695.19	77,961.12	1.15	0.75	0.75	-
FTEs without benefits				-	-	-	-
Total Stormwater FTE		78,695.19	77,961.12	1.15	0.75	0.75	-
Total Public Works Department FTE		2,366,059.03	2,355,566.31	38.25	37.25	37.25	-

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Highway User Fees</i>	447,113	453,379	453,000	470,000	16,621	3.67%
<i>In Lieu of Road Maintenance</i>	743,199	743,199	743,199	761,121	17,922	2.41%
<i>Waste Collection Charges</i>	47,235	48,000	61,633	62,000	14,000	29.17%
<i>Recyclable Sales</i>	292	300	900	300	-	-
<i>Mulch Sales</i>	25,324	22,000	22,000	22,000	-	-
<i>Special Trash Pickup</i>	9,727	10,000	9,000	9,800	(200)	(2.00%)
<i>Excavation/Driveway Permits</i>	3,606	4,000	2,000	3,500	(500)	(12.50%)
<i>Tree Permits</i>	20,819	23,000	23,000	23,000	-	-
<i>Tree Fund</i>	25,000	25,000	25,000	25,000	-	-
<i>Subtotal</i>	1,322,314	1,328,878	1,339,732	1,376,721	47,843	3.60%
<i>General Fund</i>	3,619,313	4,092,988	3,393,754	4,489,759	396,771	9.69%
<i>Department Total</i>	4,941,626	5,421,867	4,733,486	5,866,480	444,613	8.20%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Administration</i>	312,671	407,999	318,048	474,560	66,561	16.31%
<i>Building Maintenance</i>	857,459	1,002,377	847,572	959,556	(42,821)	(4.27%)
<i>Equipment Maintenance</i>	433,685	514,054	452,360	502,328	(11,726)	(2.28%)
<i>Right-of-Way Maintenance</i>	1,027,584	935,094	796,674	972,990	37,896	4.05%
<i>Solid Waste Management</i>	1,253,287	1,195,524	1,237,036	1,247,041	51,517	4.31%
<i>Sustainability</i>	208,160	537,339	412,417	536,705	(634)	(0.12%)
<i>Vegetation Management</i>	273,794	282,362	190,286	396,273	113,911	40.34%
<i>Urban Forest</i>	287,849	259,200	226,170	329,747	70,547	27.22%
<i>City Engineer</i>	287,138	287,918	252,925	447,281	159,363	55.35%
<i>Department Total</i>	4,941,626	5,421,867	4,733,486	5,866,480	444,613	8.20%

Department Summary

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	1,932,209	2,157,610	1,955,838	2,403,285	245,675	11.39%
<i>Car and Clothing Allowances</i>	12,642	17,550	12,763	14,318	(3,233)	(18.42%)
<i>Fringe Benefits</i>	824,646	953,806	657,655	1,001,401	47,595	4.99%
<i>Overtime</i>	103,924	97,149	124,500	108,441	11,292	11.62%
<i>Night Differential</i>	2,236	4,160	500	3,120	(1,040)	(25.00%)
<i>Contractual Labor</i>	189,017	77,402	90,000	43,994	(33,408)	(43.16%)
<i>Employee Recognition</i>	47,140	4,000	7,165	5,500	1,500	37.50%
<i>Personnel Subtotal</i>	3,111,814	3,311,677	2,848,420	3,580,058	268,382	8.10%
<i>Supplies</i>	247,158	255,770	199,491	261,525	5,755	2.25%
<i>Computer Expenditures</i>	13,136	2,509	-	-	(2,509)	(100.00%)
<i>Vehicle Fuel</i>	61,627	80,500	50,000	70,550	(9,950)	(12.36%)
<i>Repairs and Maintenance</i>	128,623	137,000	127,000	137,000	-	-
<i>Services and Charges</i>	932,638	1,248,152	1,202,300	1,451,933	203,781	16.33%
<i>Communication</i>	26,864	32,104	28,000	26,764	(5,340)	(16.63%)
<i>Utilities</i>	397,198	294,240	252,700	291,100	(3,140)	(1.07%)
<i>Office Expenditures</i>	13,811	16,200	15,200	15,700	(500)	(3.09%)
<i>Conferences, Training, & Dues</i>	8,758	18,715	5,375	16,850	(1,865)	(9.97%)
<i>Special Events & Programs</i>	-	25,000	5,000	15,000	(10,000)	(40.00%)
<i>Operating Exp Subtotal</i>	1,829,813	2,110,190	1,885,066	2,286,422	176,232	8.35%
<i>Department Total</i>	4,941,626	5,421,867	4,733,486	5,866,480	444,613	8.20%

Adjusted to Estimated Actual FY21:

- *Departmental expenditures are expected to be \$688,380 lower than budget.*
- *The reduction is primarily due to lower expenditures for personnel costs (67% of the amount) due to vacancies. The additional reductions in overall operating expenditures of 33% was as a result of lower supplies expenditures (8%), services and charges (6.6%), utilities (6%) and fuel (4.4%), special events (3%), conferences and training (2%), repairs and maintenance (1.4%), and communication (.6%).*

FY22 Budget Highlights:

- *Departmental expenditures are \$444,613 higher – an increase of 8.2 percent – compared to budgeted expenditures for FY21.*
- *Department FTEs remain unchanged from FY21.*
- *Approximately 61 percent of departmental expenditures are personnel related.*
- *Personnel costs increased by 8.1 percent, or \$268,382, compared to budgeted expenditures for FY21, primarily due to salary and fringe benefit increases as well as including a full year of the Deputy Public Works Director and the Vegetation Maintenance Supervisor positions, which were previously only for a partial year in FY21.*
- *Supplies account for 4.5 percent of departmental expenditures. This category includes office supplies, custodial supplies, snow removal supplies, leaf collection supplies, sign and park supplies and tools.*
- *Vehicle fuel expenditures are 1.2 percent of department expenditures and include fuel used by Public Works and other Departments, with the exception of the Police Department.*
- *Repairs and maintenance comprise 2.3 percent of departmental expenditures.*
- *Services and charges account for 24.7 percent of departmental expenditures. Costs accounted for in this category include contractual expenses, such as engineering services, specialized building maintenance, contractual vehicle maintenance and street maintenance, disposal and recycling fees, tree maintenance and tree planting.*
- *Utility fees account for 5 percent of departmental expenditures.*

Department Summary

FY21 Accomplishments:

- *Maintained essential services during the pandemic; all essential Public Works employees continued to report to work, with minimal reduction in City services.*
- *Oversaw the substantial completion of the Flower Avenue Green Street project.*
- *Completed major repairs to existing stormwater systems on Cockerille Avenue.*
- *Completed sidewalk ADA retrofits along State Highway – Piney Branch Rd from Ray Dr to Philadelphia Avenue.*
- *Completed City sidewalk ADA retrofits on the west side of Flower Avenue between Domer Avenue and Carroll Avenue.*
- *Completed planned street restoration on Baltimore, New York, Birch, Maple and Maplewood Avenues.*
- *Implemented online Tree Impact Assessment and Tree Protection Plan Application process through MY TKPK as well as revised and enhanced the application packet, created a Tree Protection Manual and created a new webpage for the information.*
- *Created an updated Tree Species Guide focused on native tree species; the guide defines what species options are acceptable for tree replants required for Tree Removal permits and guides City tree planting decisions on public space.*
- *Proposed a new Stormwater Management fee system to Council and implemented same for FY22 billing. Outreach included a city-wide mailing prior to adoption and another with detailed rate information prior to billing sent to every residential property owner.*
- *Sustainability efforts included:*
 - *Awarded 9 sustainability grants to businesses, including 4 in the Takoma Langley Crossroads area, 2 in Takoma Junction and 3 in Old Town.*
 - *Completion of the energy monitoring and optimization project in three multi-family buildings resulting in energy and water use savings. Also identified additional cost-effective projects to be completed in the summer of 2021.*
 - *Two multifamily buildings were awarded energy efficiency grants for building improvements.*

FY22 Goals:

- *Continue the ADA improvements of sidewalk along State roadways and City streets.*
- *Receive a new citywide pavement condition assessment and perform street resurfacing on those streets identified in worst condition.*
- *Implement pilot program for tree canopy enhancement in areas of the City with lower tree canopy.*
- *Major stormwater projects include the Takoma Branch Stream restoration, Maple Avenue outfall repair, Hillwood Manor playground bioretention facility, pipe relocation for Cockerille and Spring Avenue, Elson Street bioretention facility.*
- *Develop and initiate project to identify, rank and begin design development for stormwater problems on private property.*
- *Begin the Atrium close in project and Police Administrative area renovation (2-year project)*
- *Purchase replacement vehicles and equipment including loader, pick up truck, street sweeper (electric), leaf vacuum, crack filling machine and riding mower (electric).*
- *Sustainability program goals include:*
 - *Demonstration projects for the electrification of homes, multi-family building and business.*
 - *Hold a contractor education/engagement event for workforce development to facilitate and support electrification and energy efficiency projects.*
 - *Begin the energy use benchmarking program in up to 15 businesses.*
 - *Continue awarding efficiency grants to businesses, multi-family and single-family properties.*
 - *Coordinate public education events on electrification and net-zero homes and small business.*

Administration

Division Purpose:

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

Management Objectives:

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



Administration

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Administration</i>	312,671	407,999	318,048	474,560	66,561	16.31%
<i>Division Total</i>	312,671	407,999	318,048	474,560	66,561	16.31%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	181,752	235,000	215,329	306,267	71,267	30.33%
<i>Fringe Benefits</i>	72,376	119,144	60,853	118,260	(884)	(0.74%)
<i>Overtime</i>	454	624	500	650	26	4.17%
<i>Employee Recognition</i>	60	-	-	1,000	1,000	-
<i>Personnel Subtotal</i>	254,642	354,768	276,683	426,178	71,410	20.13%
<i>Supplies</i>	4,701	5,000	5,000	5,000	-	-
<i>Computer Expenditures</i>	11,868	2,509	-	-	(2,509)	(100.00%)
<i>Services and Charges</i>	12,710	8,668	6,600	11,868	3,200	36.92%
<i>Communication</i>	26,864	32,104	28,000	26,764	(5,340)	(16.63%)
<i>Office Expenditures</i>	1,489	2,500	1,500	2,000	(500)	(20.00%)
<i>Conferences, Training, & Dues</i>	397	2,450	265	2,750	300	12.24%
<i>Operating Exp Subtotal</i>	58,029	53,231	41,365	48,382	(4,849)	(9.11%)
<i>Division Total</i>	312,671	407,999	318,048	474,560	66,561	16.31%

Administration

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$89,951 lower than budgeted – a decrease of 22 percent.*
- *The variance is attributable to lower expenditures for personnel costs due to the delayed hiring of the Deputy Public Works Director.*

FY22 Budget Highlights:

- *Division expenditures are \$66,561 higher – an increase of 16.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to a full year of funding for the Deputy Public Works Director position.*
- *Division FTEs remain unchanged.*
- *Approximately 90 percent of division expenditures are personnel related.*



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:

- Provide custodial services and maintenance of all City facilities.
- Identify cost effective measures to reduce energy use, waste generation and water use, and enhance the appearance and functioning of the facilities.
- Replace existing systems or equipment as required with Energy Star rated or other equivalent certification to ensure new equipment meets the 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 FY19	Actual FY20	Estimated FY21	Projected FY22
Expenditures for Facility Maintenance by Contractor	\$212,480	\$169,900	\$192,000	\$180,000
Expenditures for Facility Maintenance In-House (not personnel costs)	\$77,788	\$61,095	\$61,000	\$70,000
Electricity Use (buildings)	486,526 kwh	813,882 kwh	535,900 kwh	600,000 kwh
Gas Use (buildings)	32,318 therms	21,1570 therms	20,500 therms	23,000 therms
Water Use (all)	584,000 gals	683,577 gals	450,000 gals	600,000 gals

Projects For FY22:

Projects funded through the General Fund include painting the decorative light poles in the Takoma Old Town commercial area, exterior painting of the Public Works mechanics bay and Right of Way offices, and repairing the roof at Heffner Community Center,

Building Maintenance

Projects funded through the Facility Maintenance Reserve (FMR) for the Community Center include the fill in of the atrium floor and renovation of the Dispatch area, continuation of installation of automated controls for the heating and cooling system in the Community Center third floor and repairs to the gym floor at the New Hampshire Avenue Recreation Center.

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Building Maintenance</i>	857,459	1,002,377	847,572	959,556	(42,821)	(4.27%)
<i>Division Total</i>	857,459	1,002,377	847,572	959,556	(42,821)	(4.27%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	274,979	336,537	301,823	335,785	(752)	(0.22%)
<i>Fringe Benefits</i>	115,834	151,000	91,264	144,671	(6,329)	(4.19%)
<i>Overtime</i>	10,382	8,000	8,000	8,000	-	-
<i>Car and Clothing Allowances</i>	2,150	3,300	2,500	2,700	(600)	(18.18%)
<i>Night Differential</i>	2,236	4,160	500	3,120	(1,040)	(25.00%)
<i>Contractual Labor</i>	12,271	2,880	-	2,880	-	-
<i>Employee Recognition</i>	7,060	1,000	985	-	(1,000)	(100.00%)
<i>Personnel Subtotal</i>	424,912	506,877	405,072	497,156	(9,721)	(1.92%)
<i>Supplies</i>	29,717	33,600	34,700	37,000	3,400	10.12%
<i>Repairs and Maintenance</i>	37,095	35,000	35,000	35,000	-	-
<i>Services and Charges</i>	172,429	205,400	198,800	176,000	(29,400)	(14.31%)
<i>Utilities</i>	193,305	219,500	174,000	212,400	(7,100)	(3.23%)
<i>Conferences, Training, & Dues</i>	-	2,000	-	2,000	-	-
<i>Operating Exp Subtotal</i>	432,547	495,500	442,500	462,400	(33,100)	(6.68%)
<i>Division Total</i>	857,459	1,002,377	847,572	959,556	(42,821)	(4.27%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$154,805 lower than budgeted – a decrease of 15 percent.*
- *The variance is attributable to lower expenditures for personnel costs due to staff vacancy and reduced utility costs from building closures due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$42,821 lower – a decrease of 4.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to reduced personnel costs as well as reductions in services and charges and utility costs.*
- *Division FTEs remain unchanged.*
- *Approximately 52 percent of division expenditures are personnel related.*
- *Utility charges account for 22 percent of division expenditures. This category includes electricity charges (\$169,000), gas charges (\$23,400) and water charges (\$20,000)*
- *Services and charges account for 18.3 percent of division expenditures and include service contracts for building maintenance (\$75,000), funding for special projects (18,500), contracted facility repairs (\$80,000) and uniform and equipment rental (\$2,500).*

Equipment Maintenance

Division Purpose:

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

Management Objectives:

- Perform preventative maintenance on all vehicles, per the manufacturer recommendations – every 5,000 miles for synthetic oil. For low-mileage vehicles, preventative maintenance work is performed every three months.
- Maintain shop availability to provide service checks for Police vehicles on a weekly basis.
- Perform minor vehicle repairs within two days.
- Perform all federal and state required annual certifications and testing on the fuel pumps and underground storage tanks.
- Coordinate vehicle repair due to accidents through City insurance provider.
- Develop and maintain the replacement schedule for vehicles; follow procurement procedures for purchase of replacement vehicles, identify alternative fueled vehicle options for replacing gas fueled vehicles.

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of vehicles maintained:				
Police	51	55	59	60
Public Works	25	24	23	24
Other Departments	7	5	5	5
Maintenance Costs: (non personnel)				
Police	\$63,231	\$55,781	\$56,000	\$65,000
Public Works and Administration	\$98,078	\$91,528	\$90,000	\$102,000
Number of vehicle/equipment work orders	460	399	378	400

Equipment Maintenance

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Equipment Maintenance</i>	433,685	514,054	452,360	502,328	(11,726)	(2.28%)
<i>Division Total</i>	433,685	514,054	452,360	502,328	(11,726)	(2.28%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	164,238	205,884	191,487	203,974	(1,910)	(0.93%)
<i>Fringe Benefits</i>	64,717	79,000	66,681	81,474	2,474	3.13%
<i>Car and Clothing Allowances</i>	1,323	1,650	1,350	1,350	(300)	(18.18%)
<i>Overtime</i>	12,109	8,900	14,000	8,900	-	-
<i>Employee Recognition</i>	5,120	-	540	-	-	-
<i>Personnel Subtotal</i>	247,506	295,434	274,059	295,698	264	0.09%
<i>Supplies</i>	22,315	23,680	24,641	23,680	-	-
<i>Vehicle Fuel</i>	61,627	80,500	50,000	70,550	(9,950)	(12.36%)
<i>Repairs and Maintenance</i>	91,527	102,000	92,000	102,000	-	-
<i>Services and Charges</i>	10,302	11,000	10,500	9,000	(2,000)	(18.18%)
<i>Conferences, Training, Dues & Other</i>	407	1,440	1,160	1,400	(40)	(2.78%)
<i>Operating Exp Subtotal</i>	186,179	218,620	178,301	206,630	(11,990)	(5.48%)
<i>Division Total</i>	433,685	514,054	452,360	502,328	(11,726)	(2.28%)

Equipment Maintenance

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$61,694 lower than budget – a decrease of 12 percent.*
- *The variance is attributable to lower expenditures for personnel costs, reduced fuel use and lower repair costs than budgeted.*

FY22 Budget Highlights:

- *Division expenditures are \$11,726 lower – a decrease of 2.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to projected lower fuel costs and services and charges.*
- *Division FTEs remain unchanged.*
- *Approximately 59 percent of division expenditures are personnel related.*
- *Repair and maintenance costs are approximately 20 percent of division expenditures and include Public Works and other Departments except Police whose vehicle maintenance costs are included in the Police budget.*
- *Fuel costs are approximately 14 percent of division expenditures and include fuel use by Public Works and other Departments except Police whose fuel costs are included in the Police budget.*

Division Purpose:

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

Management Objectives:

- *Clean public parks, playgrounds and right-of-way areas once a week.*
- *Maintain roadway markings and crosswalks on City streets, repainting on an annual schedule, as needed.*
- *Provide winter storm response as needed to provide two cleared lanes on each primary street over a 12-hour period when snow accumulation is six inches or less, and one cleared lane over a 12-hour period when snow accumulation is 6 to 12 inches in depth.*
- *Perform vacuum leaf collection over a five-week period that provides a minimum of two collections on every street.*
- *Provide ground leaf mulch for use by City residents and others; coordinate delivery by fee once a week between March and October or until the supply is gone.*
- *Provide street sweeping at least twice a month from March through October, and when conditions allow, sweep streets after snow events to remove excess salt and sand.*
- *Provide set up and clean up assistance for city festivals and events.*
- *Maintain street signs and add additional signs as approved.*

Right-of-Way Maintenance

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Right-of-Way Maintenance</i>	1,027,584	935,094	796,674	972,990	37,896	4.05%
<i>Division Total</i>	1,027,584	935,094	796,674	972,990	37,896	4.05%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	391,236	403,257	366,869	421,118	17,861	4.43%
<i>Fringe Benefits</i>	174,659	185,000	156,225	196,472	11,472	6.20%
<i>Overtime</i>	33,224	32,725	40,000	43,991	11,266	34.43%
<i>Car and Clothing Allowances</i>	3,150	3,800	3,150	3,150	(650)	(17.11%)
<i>Contractual Labor</i>	41,524	33,022	3,000	31,114	(1,908)	(5.78%)
<i>Employee Recognition</i>	10,935	3,000	3,030	-	(3,000)	(100.00%)
<i>Personnel Subtotal</i>	654,728	660,804	572,274	695,845	35,041	5.30%
<i>Supplies</i>	119,322	143,790	86,700	144,645	855	0.59%
<i>Services and Charges</i>	48,186	54,960	60,200	52,500	(2,460)	(4.48%)
<i>Utilities</i>	202,550	73,540	77,500	77,500	3,960	5.38%
<i>Computer Expenditures</i>	1,268	-	-	-	-	-
<i>Conferences, Training, Dues & Other</i>	1,530	2,000	-	2,500	500	25.00%
<i>Operating Exp Subtotal</i>	372,856	274,290	224,400	277,145	2,855	1.04%
<i>Division Total</i>	1,027,584	935,094	796,674	972,990	37,896	4.05%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$138,420 lower than budgeted – a decrease of 14.8 percent.*
- *The variance is attributable to lower expenditures for personnel costs including contractual labor, and reduced supply costs (park maintenance and snow response supplies).*

FY22 Budget Highlights:

- *Division expenditures are \$37,896 higher – an increase of 4 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to increases in personnel costs due to wage and fringe increases and increase in projected overtime hours.*
- *Division FTEs remain unchanged.*

Solid Waste Maintenance

Division Purpose:

Responsible for the curbside collection of residential trash, recyclables, food waste and yard waste on a weekly basis, and bulk pick-up upon request by fee. Division staff collect from public receptacles throughout the City two to three times per week. Division staff also assist with winter storm response when needed.

Additional Services:

- *Provide at the house collection services for residents who are handicapped or elderly.*
- *Provide replacement recycling containers and food waste 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	Actual	Estimated	Projected
	FY19	FY20	FY21	FY22
Tons of trash	3,228	3,230	3,500	3,400
Tons of recycling	1,336	1,200	1,500	1,400
Tons of yard waste processed at County	430	434	350	400
Tons of food waste collected	249	278	315	330
Number of ROW containers serviced	138	145	148	155

Solid Waste Maintenance

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Solid Waste Management</i>	1,253,287	1,195,524	1,237,036	1,247,041	51,517	4.31%
<i>Division Total</i>	1,253,287	1,195,524	1,237,036	1,247,041	51,517	4.31%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	486,619	520,000	484,854	529,566	9,566	1.84%
<i>Car and Clothing Allowances</i>	4,275	5,500	4,500	4,500	(1,000)	(18.18%)
<i>Fringe Benefits</i>	210,167	218,000	162,952	225,560	7,560	3.47%
<i>Overtime</i>	36,429	35,200	52,000	35,200	-	-
<i>Contractual Labor</i>	79,966	10,000	86,000	10,000	-	-
<i>Employee Recognition</i>	16,040	-	1,930	1,500	1,500	-
<i>Personnel Subtotal</i>	833,496	788,700	792,236	806,326	17,626	2.23%
<i>Supplies</i>	42,970	22,700	22,700	24,200	1,500	6.61%
<i>Services and Charges</i>	364,500	369,224	408,400	401,815	32,591	8.83%
<i>Office Expenditures</i>	12,322	13,700	13,700	13,700	-	-
<i>Conferences, Training, & Dues</i>	-	1,200	-	1,000	(200)	(16.67%)
<i>Operating Exp Subtotal</i>	419,791	406,824	444,800	440,715	33,891	8.33%
<i>Division Total</i>	1,253,287	1,195,524	1,237,036	1,247,041	51,517	4.31%

Solid Waste Maintenance

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$41,512 higher than budgeted – an increase of 3.5 percent.*
- *The variance is attributable to higher than expected expenditures for recycling and refuse disposal and increases in contractual labor costs due to worker injury and illness to provide temporary workers to fill in.*

FY22 Budget Highlights:

- *Division expenditures are \$51,517 higher – an increase of 4.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to increases in personnel costs due to wage and fringe increases and projected increases in recycling and waste disposal fees.*
- *Division FTEs remain unchanged.*
- *A breakdown of the Solid Waste Maintenance expenditures separated by functional area is as follows:*
 - *Trash Collection \$672,099 (54% of cost) 3,400 pounds (61.5%)*
 - *Recycling \$298,331 (24% of cost) 1,400 pounds (25.3%)*
 - *Food Waste \$94,465 (7.5% of cost) 330 pounds (6%)*
 - *Yard Waste \$182,145 (14.5% of cost) 400 pounds (7.2%) **

**The weight for yard waste is not representative of the total yard waste collected. It represents the materials taken to the Montgomery County yard waste facility only and does not include materials processed at Public Works for which there is no tip fee charge.*

Division Purpose:

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

Management Objectives:

- Oversee the public outreach and implementation of Climate Action initiatives.
- Coordinate with the Montgomery County Office of Energy & Sustainability to pilot programs and initiatives included in the Climate Action Plan for reducing greenhouse gas emissions and promoting green power sources.
- Develop implementation plans for the priority strategies and concepts in the “2020 Climate Emergency Respose Resolution”.
- Maintain the City’s status as Sustainable Maryland Certified.
- Complete annual reporting to the Carbon Disclosure Project as required by the Global Conference of Mayors.
- Develop programs to assist low income residents, businesses and multi-family properties with energy efficiency improvements.
- Identify new programs to improve sustainability, reduce energy use, and build resiliency.

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of energy efficiency rebates provided	10	3	10	10
Number of low/moderate income homes receiving assistance	20	15	10	10
Number of Multi-Family energy projects provided support	7	3	5	5
Number of new accounts buying 100% renewable energy (Green Energy Challenge)	602	0	0	0
Number of businesses provided support for energy efficiency or green energy	0	0	5	8
Number of public engagement events on climate/sustainability	0	15	20	12

Sustainability

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Sustainability</i>	208,160	537,339	412,417	536,705	(634)	(0.12%)
<i>Division Total</i>	208,160	537,339	412,417	536,705	(634)	(0.12%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	103,582	140,964	111,479	137,933	(3,031)	(2.15%)
<i>Fringe Benefits</i>	47,475	53,300	39,088	55,922	2,622	4.92%
<i>Employee Recognition</i>	30	-	-	-	-	-
<i>Personnel Subtotal</i>	151,087	194,264	150,567	193,855	(409)	(0.21%)
<i>Services and Charges</i>	55,053	315,000	255,000	325,000	10,000	3.17%
<i>Conferences, Training, & Dues</i>	2,020	3,075	1,850	2,850	(225)	(7.32%)
<i>Special Events & Programs</i>	-	25,000	5,000	15,000	(10,000)	(40.00%)
<i>Operating Exp Subtotal</i>	57,073	343,075	261,850	342,850	(225)	(0.07%)
<i>Division Total</i>	208,160	537,339	412,417	536,705	(634)	(0.12%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$124,922 lower than budgeted – a decrease of 23 percent.*
- *The variance is attributable to lower expenditures for personnel costs, programmatic outreach and rebate payments due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$634 lower – a decrease of 0.1 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to a slight decrease in personnel costs. The total amount of funding is about the same compared to the FY21 budget and includes \$100,000 for business grants, \$70,000 for multi-family grants, \$50,000 for an outreach contract and \$40,000 for low- and moderate-income grants, \$5,000 for single family energy rebates and \$60,000 for a building benchmarking study.*
- *Division FTEs remain unchanged at 1 FTE and a proposed full-time intern.*



Vegetation Management

Division Purpose:

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

Management Objectives:

- *Provide maintenance of public spaces and paper streets as needed, including invasives removal, mowing, vegetation trimming, and litter pick up.*
- *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, including those related to stormwater treatment.*
- *Provide mowing services of all turf on City owned spaces from spring through fall.*
- *Provide snow and ice removal on sidewalks along City-owned facilities and parks after winter storm events.*

Performance/Workload Measures:

Measurement	Actual	Actual	Estimated	Projected
	FY19	FY20	FY21	FY22
Number of gardens maintained	51	51	51	51
Number of bio-retention facilities maintained	54	62	68	72
Number of streetscapes maintained	35	35	35	35

Vegetation Management

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Gardens</i>	273,794	282,362	190,286	396,273	113,911	40.34%
<i>Division Total</i>	273,794	282,362	190,286	396,273	113,911	40.34%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	123,839	135,000	112,461	249,350	114,350	84.70%
<i>Fringe Benefits</i>	52,114	74,362	39,400	102,823	28,461	38.27%
<i>Overtime</i>	7,926	9,700	8,500	9,700	-	-
<i>Car and Clothing Allowances</i>	1,125	2,200	925	1,800	(400)	(18.18%)
<i>Contractual Labor</i>	55,256	31,500	1,000	-	(31,500)	(100.00%)
<i>Employee Recognition</i>	4,425	-	500	3,000	3,000	-
<i>Personnel Subtotal</i>	244,686	252,762	162,786	366,673	113,911	45.07%
<i>Supplies</i>	26,496	25,000	25,000	25,000	-	-
<i>Services and Charges</i>	442	1,400	800	1,400	-	-
<i>Utilities</i>	1,342	1,200	1,200	1,200	-	-
<i>Conferences, Training, & Dues</i>	828	2,000	500	2,000	-	-
<i>Operating Exp Subtotal</i>	29,109	29,600	27,500	29,600	-	0.00%
<i>Division Total</i>	273,794	282,362	190,286	396,273	113,911	40.34%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$92,076 lower than budgeted – a reduction of 32.6 percent.*
- *The variance is attributable to lower expenditures for personnel costs due to the 8 months hold on filling the supervisor and a technician position.*

FY22 Budget Highlights:

- *Division expenditures are \$113,911 higher – an increase of 40.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to the full year funding for the full-time Supervisor position within the Division, as well as funding 38 weeks of seasonal labor to assist with maintenance functions.*
- *The FTEs for this division include 1 supervisor and 3 technicians.*



Division Purpose:

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

Management Initiatives:

- *Promote tree planting on private property through the bulk-buy program offered twice a year and the annual Arbor Day celebration.*
- *Implement new programming, as funding is available, to increase tree canopy and provide incentives for tree planting in areas of the City with less tree cover.*
- *Plant native 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.*

Performance/Workload Measures:

Measurement	Actual	Actual	Estimated	Projected
	FY19	FY20	FY21	FY22
Number of trees removed by permit	58	86	80	80
Number of undesirable species trees removed by permit	15	27	20	25
Number of trees removed from City Right of Way	20	57	35	40
Number of Waivers issued by City Arborist	193	555	450	500
Number of permit denials	51	43	30	40
Tree Impact Assessments	138	95	120	110
Number of tree protection plan permits	59	38	60	60
Number of trees planted in the right-of-way	77	129	80	120
Number of bulk buy trees planted on private property	39	71	50	120
Number of trees removed thru emergency assistance program	1	9	7	8
Amount spent for the emergency assistance program	975	25,450	18,000	20,000
Number of Notice of Violation issued	4	11	19	15

Urban Forest

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Urban Forest</i>	287,849	259,200	226,170	329,747	70,547	27.22%
<i>Division Total</i>	287,849	259,200	226,170	329,747	70,547	27.22%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	70,221	62,800	61,513	97,530	34,730	55.30%
<i>Fringe Benefits</i>	22,757	25,000	11,307	24,887	(113)	(0.45%)
<i>Overtime</i>	3,344	2,000	1,500	2,000	-	-
<i>Car and Clothing Allowances</i>	450	550	-	480	(70)	(12.73%)
<i>Employee Recognition</i>	30	-	-	-	-	-
<i>Personnel Subtotal</i>	96,802	90,350	74,320	124,897	34,547	38.24%
<i>Supplies</i>	1,637	2,000	750	2,000	-	-
<i>Services and Charges</i>	189,410	165,000	150,000	201,000	36,000	21.82%
<i>Conferences, Training, & Dues</i>	-	1,850	1,100	1,850	-	-
<i>Operating Exp Subtotal</i>	191,047	168,850	151,850	204,850	36,000	21.32%
<i>Division Total</i>	287,849	259,200	226,170	329,747	70,547	27.22%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$33,030 lower than budgeted – a reduction of 12.7 percent.*
- *The variance is attributable to lower expenditures for personnel costs due to partial year vacancy, and lower than anticipated contractual tree maintenance and removal costs.*

FY22 Budget Highlights:

- *Division expenditures are \$70,547 higher – an increase of 27 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to increases in personnel costs due to full year of the Urban Forest Manager; an increase in funding of an intern position from 12 to 24 weeks; and \$36,000 for a tree canopy pilot program.*
- *The Division has 1 FTE.*
- *Contractual services account for \$201,000 or 61 percent of the division expenditures and include \$120,000 for tree removal and maintenance, \$25,000 for public tree planting, \$15,000 for private tree planting support through the bulk buy rebate, \$5,000 for consulting services and \$36,000 for a tree canopy pilot program.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Miles of road resurfaced	0.9	1.56	0.9	1
Square yards of new sidewalk constructed	8,476	4,087	3,338	550
Square yards of sidewalk repaired	197	1,146	0	1,600
Permits processed*	101	83	85	80

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

Current Sidewalk & Traffic Calming Requests:

1. Requests received for new sidewalk – 7900 Maple Avenue, Kansas Lane, Kentland and Hopewell Avenues and Domer Avenue.
2. Sidewalk ADA Repairs on City streets – remaining sidewalks not yet addressed in Ward 1, 3 and 4.
3. Sidewalk ADA on State roadways - continue repairs along SHA roadways.
4. Traffic Calming requests received or in process – Kansas Lane; Larch Ave, Hopewell and Kentland Avenues; 7600 block of Central Avenue; 4th Avenue, 7900 block of Takoma Avenue; 7400 block of Wildwood Avenue

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>City Engineer</i>	287,138	287,918	252,925	447,281	159,363	55.35%
<i>Division Total</i>	287,138	287,918	252,925	447,281	159,363	55.35%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	135,744	118,168	110,022	121,763	3,595	3.04%
<i>Fringe Benefits</i>	64,547	49,000	29,885	51,330	2,330	4.76%
<i>Overtime</i>	55	-	-	-	-	-
<i>Car & Clothing Allowance</i>	169	550	338	338	(213)	(38.64%)
<i>Employee Recognition</i>	3,440	-	180	-	-	-
<i>Personnel Subtotal</i>	203,955	167,718	140,425	173,431	5,713	3.41%
<i>Services and Charges</i>	79,606	117,500	112,000	273,350	155,850	132.64%
<i>Conferences, Training, & Dues</i>	3,577	2,700	500	500	(2,200)	(81.48%)
<i>Operating Exp Subtotal</i>	83,183	120,200	112,500	273,850	153,650	127.83%
<i>Division Total</i>	287,138	287,918	252,925	447,281	159,363	55.35%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$34,993 lower than budgeted – a decrease of 12 percent.*
- *The variance is attributable to lower expenditures for personnel costs, reduced engineering services support and lower conference expenditures due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$159,363 higher – an increase of 55.3 percent – compared to budgeted expenditures in FY21.*
- *The variance is attributable to increases in personnel costs due to wage and fringe increases; increases in fees for certain software systems being transferred to the Division from the IT budget; and an increase in engineering services contracts (\$150,000).*
- *Division FTEs remain unchanged.*



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Department Summary

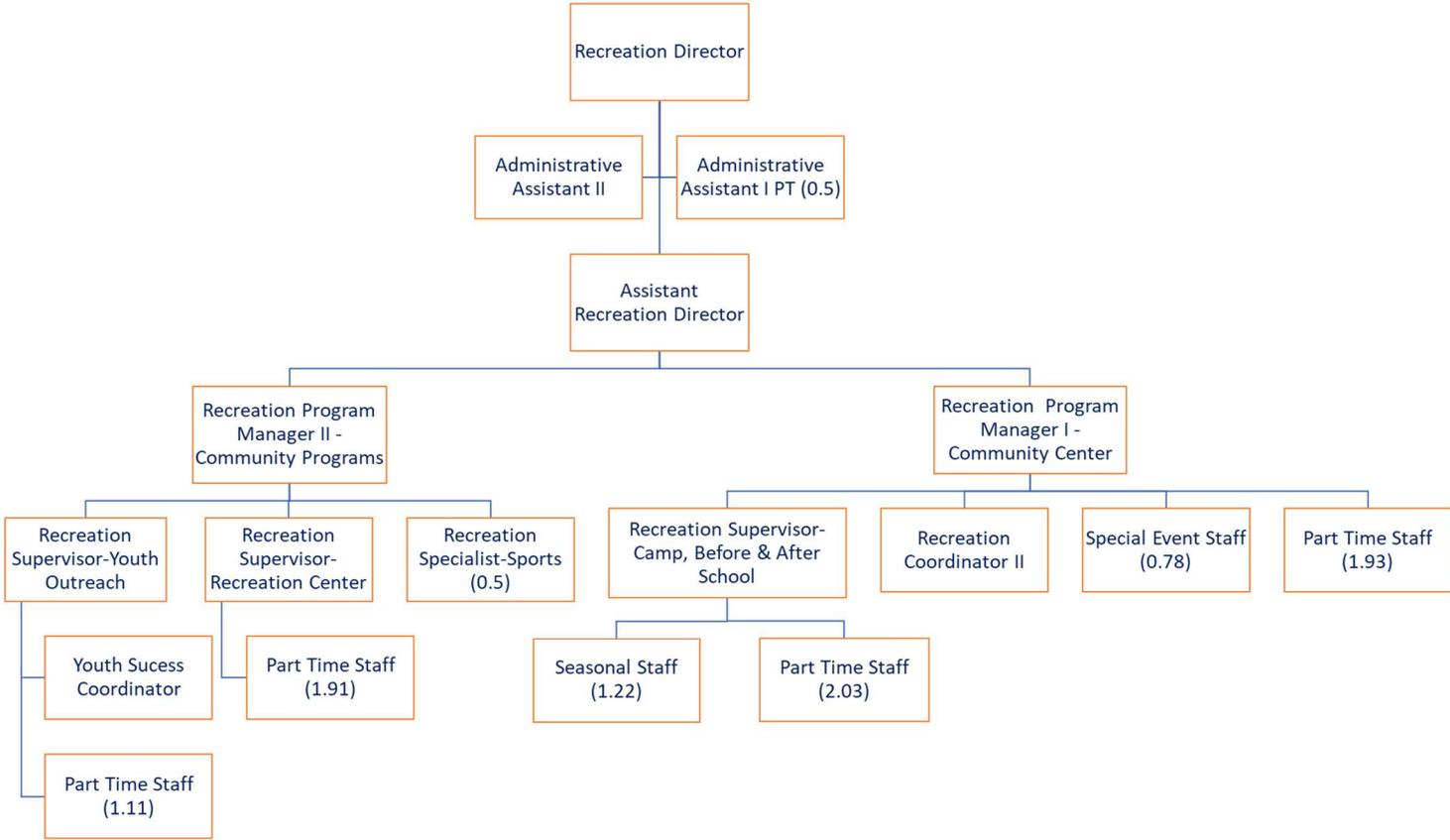
Department Overview:

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

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



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Recreation Administration 4100							
Director of Recreation	130	133,036.27	131,801.39	1.00	1.00	1.00	-
Assistant Director of Recreation	126	107,831.79	106,830.87	1.00	1.00	1.00	-
Administrative Assistant II	111	53,427.09	52,940.67	1.00	1.00	1.00	-
Administrative Assistant I	111	30,773.18	30,503.80	1.00	0.50	0.50	-
Total Recreation Administration FTE		325,068.34	322,076.73	4.00	3.50	3.50	-
FTEs with benefits		325,068.34	322,076.73	4.00	3.50	3.50	-
FTEs without benefits				-	-	-	-
Total Recreation Administration FTE		325,068.34	322,076.73	4.00	3.50	3.50	-
Youth Outreach 4200							
Recreation Supervisor I	117	77,141.06	76,428.50	1.00	1.00	1.00	-
Youth Success Coordinator	115	54,318.26	53,821.28	1.00	1.00	1.00	-
Summer Youth Seasonal Staff (and other PT rec staff)	-	64,131.73	34,735.50	0.94	1.08	1.11	0.03
Total Youth Outreach FTE		195,591.06	164,985.28	2.94	3.08	3.11	0.03
FTEs with benefits		131,459.33	130,249.78	2.00	2.00	2.00	-
FTEs without benefits		64,131.73	34,735.50	0.94	1.08	1.11	0.03
Total Youth Outreach FTE		195,591.06	164,985.28	2.94	3.08	3.11	0.03
Recreation Center 4300							
Recreation Supervisor I	117	63,577.80	62,979.14	1.00	1.00	1.00	-
Part-time staff	-	77,554.63	61,597.00	2.16	2.41	1.91	(0.50)
Total Recreation FTE		141,132.43	124,576.14	3.16	3.41	2.91	(0.50)
FTEs with benefits		63,577.80	62,979.14	1.00	1.00	1.00	-
FTEs without benefits		77,554.63	61,597.00	2.16	2.41	1.91	(0.50)
Total Recreation FTE		141,132.43	124,576.14	3.16	3.41	2.91	(0.50)
Community Programs 4400							
Recreation Program Manager II	122	82,357.70	80,379.13	1.00	1.00	1.00	-
Recreation Specialist	115	25,225.82	26,910.64	0.50	0.50	0.50	-
Seasonal Staff	-	27,847.26	25,265.00	0.83	0.87	0.78	(0.09)
Total Community Programs FTE		135,430.79	132,554.77	2.33	2.37	2.28	(0.09)
FTEs with benefits		107,583.53	107,289.77	1.50	1.50	1.50	-
FTEs without benefits		27,847.26	25,265.00	0.83	0.87	0.78	(0.09)
Total Community Programs FTE		135,430.79	132,554.77	2.33	2.37	2.28	(0.09)

Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Camps 4600							
Recreation Supervisor I	117	35,037.81	33,756.92	0.50	0.50	0.50	-
Seasonal Staff	-	27,847.26	39,184.00	0.87	0.87	1.22	0.35
Total Camps FTE		62,885.07	72,940.92	1.37	1.37	1.72	0.35
FTEs with benefits		35,037.81	33,756.92	0.50	0.50	0.50	-
FTEs without benefits		27,847.26	39,184.00	0.87	0.87	1.22	0.35
Total Camps FTE		62,885.07	72,940.92	1.37	1.37	1.72	0.35
Before and After School Program 4700							
Recreation Supervisor I	117	35,037.81	33,756.92	0.50	0.50	0.50	-
Part-time staff	-	60,181.03	65,332.50	1.87	1.87	2.03	0.16
Total Before and After School Program FTE		95,218.84	99,089.42	2.37	2.37	2.53	0.16
FTEs with benefits		35,037.81	33,756.92	0.50	0.50	0.50	-
FTEs without benefits		60,181.03	65,332.50	1.87	1.87	2.03	0.16
Total Before and After School Program FTE		95,218.84	99,089.42	2.37	2.37	2.53	0.16
Community Center 4800							
Recreation Program Manager I	122	82,357.70	81,584.81	1.00	1.00	1.00	-
Recreation Coordinator II	115	69,968.18	69,322.90	1.00	1.00	1.00	-
Part-time staff	-	91,896.00	62,186.00	2.36	2.86	1.93	(0.93)
Total Community Center FTE		244,221.89	213,093.71	4.36	4.86	3.93	(0.93)
FTEs with benefits		152,325.89	150,907.71	2.00	2.00	2.00	-
FTEs without benefits		91,896.00	62,186.00	2.36	2.86	1.93	(0.93)
Total Community Center FTE		244,221.89	213,093.71	4.36	4.86	3.93	(0.93)
Total Recreation Department FTE		1,199,548.41	1,129,316.97	20.53	20.96	19.98	(0.98)

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Takoma/Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020	-	-
<i>Program/Service Charges</i>	425,448	18,556	33,014	311,671	293,115	1579.59%
<i>Subtotal</i>	510,468	103,576	118,034	396,691	293,115	282.99%
<i>General Fund</i>	1,258,484	1,636,573	1,178,352	1,533,943	(102,630)	(6.27%)
<i>Department Total</i>	1,768,952	1,740,150	1,296,386	1,930,634	190,484	10.95%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Administration</i>	559,361	523,026	464,623	534,342	11,316	2.16%
<i>Outreach</i>	230,420	267,251	200,641	270,544	3,293	1.23%
<i>Takoma Park Recreation Center</i>	177,204	134,919	99,518	192,812	57,893	42.91%
<i>Community Programs</i>	203,797	220,579	161,103	228,699	8,120	3.68%
<i>Athletic Fields and Facilities</i>	58,615	83,500	69,000	84,500	1,000	1.20%
<i>Camps</i>	91,744	39,429	24,200	109,208	69,779	176.97%
<i>Before and After School Programs</i>	76,581	53,753	32,550	135,199	81,446	151.52%
<i>Community Center</i>	371,229	417,693	244,752	375,330	(42,363)	(10.14%)
<i>Department Total</i>	1,768,952	1,740,150	1,296,386	1,930,634	190,484	10.95%

Department Summary

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	1,072,542	953,623	777,406	1,129,317	175,694	18.42%
<i>Fringe Benefits</i>	324,336	322,729	210,588	353,117	30,388	9.42%
<i>Overtime</i>	3,466	8,500	500	10,500	2,000	23.53%
<i>Employee Recognition</i>	4,762	1,000	1,000	3,500	2,500	250.00%
<i>Personnel Subtotal</i>	1,405,106	1,285,852	989,494	1,496,434	210,582	16.38%
<i>Supplies</i>	26,155	30,500	27,200	37,800	7,300	23.93%
<i>Computer Expenditures</i>	6,435	4,273	5,607	5,100	827	19.35%
<i>Services and Charges</i>	230,481	266,420	170,050	254,150	(12,270)	(4.61%)
<i>Communications</i>	8,732	8,880	8,800	8,200	(680)	(7.66%)
<i>Office Expenditures</i>	5,254	5,700	3,200	4,700	(1,000)	(17.54%)
<i>Conferences, Training, & Dues</i>	12,408	12,900	13,285	15,350	2,450	18.99%
<i>Special Events & Programs</i>	74,380	125,625	78,750	108,900	(16,725)	(13.31%)
<i>Operating Exp Subtotal</i>	363,846	454,298	306,892	434,200	(20,098)	(4.42%)
<i>Department Total</i>	1,768,952	1,740,150	1,296,386	1,930,634	190,484	10.95%

Department Summary

Adjusted to Estimated Actual FY21:

- *Departmental expenditures are expected to be \$443,764 less than budget.*
- *The variance is attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Departmental expenditures are \$190,484 higher – an increase of 10.95 percent – compared to budgeted expenditures for FY21.*
- *Approximately 77 percent of departmental expenditures are personnel related.*
- *Personnel costs increase by \$210,582 compared to budgeted expenditures for FY21.*
- *Services and charges account for about 13 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$53,000), contractual program instruction (\$46,900), and rental of school facilities (\$27,000).*
- *Miscellaneous expenditures represent approximately five percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.*

FY21 Accomplishments:

- *Established virtual classes and the Virtual Community Center during the pandemic. These classes gave the community the opportunity to meet their need for physical fitness, socialization, and fun. There were class offerings for youth, teens, adults and seniors.*
- *The Recreation Center hosted Covid-19 testing. This allowed thousands of County residents to get tested for the virus.*

- *The Recreation Center hosted Covid-19 Vaccinations with the Maryland Department of Health and CCI Wellness.*
- *Partnered and coordinated with neighboring Recreation Departments for "Shine Brighter Together: Autism Acceptance Month in Montgomery County". This event combined in-person and virtual programs providing weekly activities during the month of April 2021.*
- *Partnered with Hillwood Manor Apartments providing Mindful Movement classes for their residents.*
- *Partnered with Accessible College to provide a webinar for students with health conditions and physical disabilities. This webinar explained how to navigate the college accommodation process when transitioning to college.*
- *Successfully held 6 in-person programs focused on mental health and emotional stability for teens.*
- *Provided programming in collaboration with The Washington D.C. Section of the Institute of Transportation Engineers (WDCSITE). The Art of Transportation program provided an interactive program for teens to learn about a career in transportation engineering.*
- *Organized a virtual open forum platform for teens to be able to speak freely and express themselves during the pandemic.*
- *Partnered with City TV to produce a new informative cable TV show Vital Living 55+ in Takoma Park.*
- *Implemented the Phone-a-Neighbor program during the pandemic which connected seniors living alone with community volunteers.*
- *Implement a new virtual program for seniors, TPTalk55+, a Zoom chat room, providing seniors a way to connect with each other, visually and by calling-in.*
- *Partnered with Difference Makers Snow Angels program and successfully facilitated the snow removal program for Takoma Park senior residents.*
- *Conducted "outdoor" Bingo at the Community Center as the first foray into on location in-person activities.*
- *Created a successful virtual summer camp during the pandemic, Summer REConnect.*
- *Successfully trained career staff and part time staff on COVID-19 procedures for classes, camps and childcare.*
- *Successfully implemented 3 special events during COVID-19*
 - o *Halloween (October 2020)*
 - o *Eggstravaganza (April 2021)*
 - o *Outdoor Movie (June 2021).*

Department Summary

FY22 Goals:

- *Develop a morning care program at the Takoma Park Recreation Center that services Piney Branch and Takoma Park Elementary schools.*
- *Establish new classes/programs/workshops for various age groups.*
- *Develop a one-week Futsal Summer Camp for ages 5-12.*
- *Implement an After Care program for the Takoma Park Recreation Center that services Piney Branch and Takoma Park Elementary schools.*
- *Implement a successful Summer Camp for Kids ages 5-12.*
- *Implement a successful Summer Program for teens and young adults.*
- *Implement a Fitness Expo for the Takoma Park community.*
- *Work in partnership with other community agencies and organizations to support all aspects of healthy, successful youth development.*
- *Foster youth development by providing opportunities for young adults to participate in planning and implementing recreation programs and services.*
- *Provide programming for teenage youth that focus on Science-Technology activities & resources.*
- *Partner with Takoma Park schools to provide programming within the schools depending on the needs of the students.*
- *Create leadership opportunities for teens within our programs.*
- *Restart all youth sports programs and leagues for each grade level to provide opportunities for healthy and developmentally appropriate competition/physical activity.*
- *Develop a winter open gym program for local pickleball enthusiasts.*
- *Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.*
- *Develop and implement a Success Fair focusing on career and job preparedness for teens and young adults age 13-24.*
- *Implement membership registration to better communicate with teens.*
- *Increase the number of developmental trips and class opportunities for teens to include Life-Skills and Financial Literacy.*
- *Continue to provide meaningful service learning opportunities for teens.*
- *Continue to provide skill-building Spring Break Camp(s) for teens that will increase personal development, job readiness and college and career opportunities.*
- *Begin to establish Bermuda turf at the Lee Jordan field.*

- *Work with local businesses and other City Departments to increase the number of partners for the Summer Youth Employment program.*
- *Develop a new partnership focusing on health, wellness and nutrition for the 55+population.*
- *Continue the 55+ Senior Camp program during the post pandemic transitional period by dividing into two mini-camps, 2-day and 3-day in-person at safe participant capacity.*
- *Increase technology and computer classes for the 55+ population including multimedia.*
- *Provide a vibrant program of in-person fitness, art and educational classes and workshops with some transitional virtual Zoom programs.*
- *Develop new partnerships focusing on health, wellness and nutrition for the 55+population for post-pandemic programs including a partnership with the Village of Takoma Park to develop a FY22 Health and Wellness Fair.*
- *Re-introduce the Summer Specialty Camp program that will offer camps which will be innovative & customer driven.*
- *Re-establish the intergenerational program concept.*
- *Implement a vigorous marketing program to promote Morning/Afternoon Addition programs.*
- *Explore partnerships to increase the delivery of healthy snack options to program participants in Morning/Afternoon Addition programs.*
- *Complete the policies and procedures for the safe at the Front Desk at the Community Center that will be used to handle funds generated from the sale of water bottles.*
- *Provide assistance to the following Takoma Park activities: Street Festival, Folk Festival, Independence Day Parade & Celebration and Let's Play America.*

Administration

Division Purpose:

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

Management Objectives:

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

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Administration</i>	559,361	523,026	464,623	534,342	11,316	2.16%
<i>Division Total</i>	559,361	523,026	464,623	534,342	11,316	2.16%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	341,666	316,773	311,500	322,077	5,304	1.67%
<i>Fringe Benefits</i>	138,326	111,500	90,582	117,716	6,216	5.57%
<i>Overtime</i>	951	1,000	250	1,000	-	-
<i>Employee Recognition</i>	120	1,000	1,000	3,000	2,000	200.00%
<i>Personnel Subtotal</i>	481,063	430,273	403,331	443,792	13,519	3.14%
<i>Supplies</i>	7,286	4,300	3,300	4,300	-	-
<i>Computer Expenditures</i>	6,435	3,773	5,107	5,100	1,327	35.17%
<i>Services and Charges</i>	42,324	66,300	34,200	61,300	(5,000)	(7.54%)
<i>Communications</i>	8,693	7,180	7,100	7,200	20	0.28%
<i>Office Expenditures</i>	1,152	1,000	1,000	-	(1,000)	(100.00%)
<i>Conferences, Training, & Dues</i>	12,408	10,200	10,585	12,650	2,450	24.02%
<i>Operating Exp Subtotal</i>	78,298	92,753	61,292	90,550	(2,203)	(2.38%)
<i>Division Total</i>	559,361	523,026	464,623	534,342	11,316	2.16%

Administration

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$58,403 less than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$11,316 higher – an increase of 2.16 percent – compared to budgeted expenditures for FY21.*
- *Approximately 83 percent of division expenditures are personnel related.*
- *Services and charges represent about 11 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing of the program brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$28,000).*
- *Charges categorized as miscellaneous account for four percent of division expenditures. This category includes expenses such as staff training, 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:

- *Connect youth and teens with opportunities to become civically engaged in the Community.*
- *Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.*
- *Develop and implement a Success Fair focusing on career and job preparedness for teens and young adults age 13-24.*
- *Increase the number of developmental trip and class opportunities for teens to include Life-Skills and Financial Literacy.*
- *Continue to provide meaningful service learning opportunities for teens. Partner with local organizations to enhance offerings and opportunities.*
- *Continue to provide skill-building Spring Break Camp(s) for teens that will increase personal development, job readiness and college and career opportunities.*
- *Work with local businesses and other City Departments to increase the number of partners for the Summer Youth Employment program.*
- *Create virtual programming options for teens and young adults.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of developmental teen programs/ trips	25	21	26	20
Number of teens participating in developmental programs/ trips	141	207	283	100
Number of skill building teen camp opportunities	2	4	2	5
Number of SYEP businesses served	8	6	0	0
Number of SYEP teen/young adult participants	13	12	0	0
Number of youth success offerings outside of building	N/A	12	20	20
Number of participants in offerings outside of building	N/A	195	220	160

Youth Outreach

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Outreach</i>	230,420	267,251	200,641	270,544	3,293	1.23%
<i>Division Total</i>	230,420	267,251	200,641	270,544	3,293	1.23%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	165,404	157,591	128,059	164,985	7,394	4.69%
<i>Fringe Benefits</i>	42,422	52,310	36,231	53,409	1,099	2.10%
<i>Overtime</i>	51	500	-	500	-	-
<i>Employee Recognition</i>	2,120	-	-	-	-	-
<i>Personnel Subtotal</i>	209,997	210,401	164,291	218,894	8,493	4.04%
<i>Supplies</i>	3,411	6,000	4,300	6,000	-	-
<i>Services and Charges</i>	6,238	15,600	10,600	11,600	(4,000)	(25.64%)
<i>Office Expenditures</i>	873	1,000	1,000	1,000	-	-
<i>Special Events & Programs</i>	9,901	34,250	20,450	33,050	(1,200)	(3.50%)
<i>Operating Exp Subtotal</i>	20,423	56,850	36,350	51,650	(5,200)	(9.15%)
<i>Division Total</i>	230,420	267,251	200,641	270,544	3,293	1.23%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$66,610 less than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$3,293 higher – an increase of 1.23 percent – compared to budgeted expenditures for FY21.*
- *Approximately 81 percent of division expenditures are personnel related.*
- *Services and Charges represent 25.6% of the division expenditures.*
- *Charges categorized as miscellaneous account for 3.5 percent of division expenditures. This category includes expenses such as special events and programs, and office expenditures.*

Takoma Park Recreation Center

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Memberships (Gym)	141	90	0	20
Memberships (Fitness Only)	69	33	0	0
Memberships (55+)	107	87	0	40
Morning Care participation	N/A	N/A	16	16
After the Bell participation	20	30	24	28
People served	15,203	16,103	3,587	6,500

Takoma Park Recreation Center

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Takoma Park Recreation Center</i>	177,204	134,919	99,518	192,812	57,893	42.91%
<i>Division Total</i>	177,204	134,919	99,518	192,812	57,893	42.91%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	121,901	63,578	60,261	124,576	60,998	95.94%
<i>Fringe Benefits</i>	28,398	29,741	14,557	30,836	1,095	3.68%
<i>Overtime</i>	283	1,000	-	2,000	1,000	100.00%
<i>Employee Recognition</i>	570	-	-	-	-	-
<i>Personnel Subtotal</i>	151,151	94,319	74,818	157,412	63,093	66.89%
<i>Supplies</i>	784	4,350	4,350	5,750	1,400	32.18%
<i>Computer Expenditures</i>	-	500	500	-	(500)	(100.00%)
<i>Services and Charges</i>	19,143	24,700	12,950	21,450	(3,250)	(13.16%)
<i>Communications</i>	39	1,700	1,700	1,000	(700)	(41.18%)
<i>Office Expenditures</i>	1,378	1,200	1,200	1,200	-	-
<i>Special Events & Programs</i>	4,708	8,150	4,000	6,000	(2,150)	(26.38%)
<i>Operating Exp Subtotal</i>	26,053	40,600	24,700	35,400	(5,200)	(12.81%)
<i>Division Total</i>	177,204	134,919	99,518	192,812	57,893	42.91%

Takoma Park Recreation Center

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$35,401 less than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$57,893 higher – an increase of 42.91 percent – compared to budgeted expenditures for FY21.*
- *The variance is primarily attributable to resuming programs and services after the pandemic.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Services and charges represent approximately 11 percent of division expenditures. This category includes the cost of contractual program instructors (\$17,500).*
- *Charges categorized as miscellaneous account for about 5.6 percent of division expenditures. This classification includes certain programmatic costs such as teen trips and programs and expenditures for department sponsored special events.*

Division Purpose:

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

Management Objectives:

- *Establish a drop-in pickleball program at the Recreation Center for adults and seniors. Host a one-day, round-robin tournament in the spring.*
- *Create an additional age-based division in the Futsal league to better align age and skill level of participants.*
- *Provide programming and activities at the annual Egg Hunt and Monster Bash that will meet COVID-19 guidelines and provide a safe environment for all participants.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Adult Basketball League Teams	6	7	0	0
Adult Softball League Teams	6	6	0	0
Flag Football League Participants	N/A	N/A	N/A	N/A
Futsal League Participants	80	80	0	120
T-Ball League Participants	80	70	0	70
Tennis Lesson Participants	175	175	16	75
Winter Basketball League Participants	720	670	0	440
Y.E.S. League Participants	100	100	0	0
Celebrate Takoma Festival Participants	950	N/A	N/A	N/A
Egg Hunt Participants	475	550	N/A	400
Monster Bash Participants	820	900	375	750

Community Programs

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Community Programs</i>	203,797	220,579	161,103	228,699	8,120	3.68%
<i>Division Total</i>	203,797	220,579	161,103	228,699	8,120	3.68%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	125,107	122,431	101,696	132,555	10,124	8.27%
<i>Fringe Benefits</i>	32,129	40,723	26,256	45,594	4,871	11.96%
<i>Overtime</i>	1,029	2,500	150	2,500	-	-
<i>Employee Recognition</i>	352	-	-	500	500	-
<i>Personnel Subtotal</i>	158,617	165,654	128,103	181,149	15,495	9.35%
<i>Supplies</i>	-	700	700	700	-	-
<i>Services and Charges</i>	7,502	12,500	5,000	12,000	(500)	(4.00%)
<i>Office Expenditures</i>	-	-	-	-	-	-
<i>Special Events & Programs</i>	37,678	41,725	27,300	34,850	(6,875)	(16.48%)
<i>Operating Exp Subtotal</i>	45,180	54,925	33,000	47,550	(7,375)	(13.43%)
<i>Division Total</i>	203,797	220,579	161,103	228,699	8,120	3.68%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$59,476 less than the budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$8,120 higher – an increase of 3.68 percent – compared to budgeted expenditures for FY21.*
- *Approximately 79 percent of division expenditures are personnel related.*
- *Charges categorized as miscellaneous account for approximately 30 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees. Expenditures for department-sponsored special events such as the Monster Bash Parade and the Egg Hunt, sports programs, and Fun Days are also accounted for in this category.*



Athletic Fields & Facilities

Division Purpose:

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

Management Objectives:

- Continue landscape maintenance for Lee Jordan and Ed Wilhelm fields.
- 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 FY19	Actual FY20	Estimated FY21	Projected FY22
Number of Resident Rentals at TPCC	135	71	0	25
Number of Non-Resident Rentals at TPCC	26	13	0	N/A
Percentage of days used at TPCC	0.85	0.36	0.16	0.4
Number of Resident Rentals at TPRC	24	26	0	25
Number of Non-Resident Rentals at TPRC	25	25	0	5
Percentage of days used at TPRC	0.8	0.7	0.15	0.5
Number of Resident Rentals at Heffner	47	50	0	15
Number of Non-Resident Rentals at Heffner	12	8	0	N/A
Percentage of days used at Heffner	0.84	0.3	0	0.25

Athletic Fields & Facilities

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Athletic Fields and Facilities</i>	58,615	83,500	69,000	84,500	1,000	1.20%
<i>Division Total</i>	58,615	83,500	69,000	84,500	1,000	1.20%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	-	-	-	-	-	-
<i>Personnel Subtotal</i>	-	-	-	-	-	-
<i>Services and Charges</i>	58,615	83,500	69,000	84,500	1,000	1.20%
<i>Operating Exp Subtotal</i>	58,615	83,500	69,000	84,500	1,000	1.20%
<i>Division Total</i>	58,615	83,500	69,000	84,500	1,000	1.20%

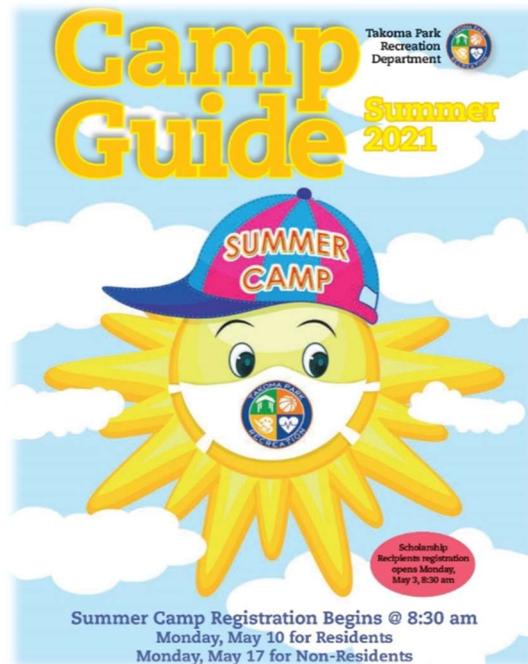
Athletic Fields & Facilities

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$14,500 less than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$1,000 higher – an increase of 1.2 percent – compared to budgeted expenditures for FY21.*
- *Services and charges represent 77 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$53,000).*
- *Services and charges also include the monies paid to Community Use of Public Facilities (CUPF) for the rental of Montgomery County school facilities for City-provided recreational programs (\$27,000). This fee includes additional space that will be needed during Library construction.*



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:

- *Provide modified in-person recreation camps that follow CDC guidelines as it relates to COVID-19.*
- *Maintain customer satisfaction with camp programs and receive 90 percent or better rate of return for customer surveys.*
- *Continue to provide innovative specialty camps for a variety of interests.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of participants in Counselor-in-Training Program	13	0	0	0
Percentage of favorable ratings for Spring Break Camp	90	N/A	N/A	90
Percentage of evaluations returned for Spring Break Camp	80	N/A	N/A	80
Percentage of favorable ratings for Summer Camp	90	N/A	N/A	90
Percentage of evaluations returned for Summer Camp	80	N/A	N/A	80
Number of summer specialty camps	15	0	0	0
Number of participants in summer specialty camps	189	0	0	0

Camps

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Camps</i>	91,744	39,429	24,200	109,208	69,779	176.97%
<i>Division Total</i>	91,744	39,429	24,200	109,208	69,779	176.97%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	38,107	10,847	5,000	72,941	62,094	572.45%
<i>Fringe Benefits</i>	7,882	2,162	2,000	19,168	17,006	786.56%
<i>Overtime</i>	135	1,000	-	1,000	-	-
<i>Personnel Subtotal</i>	46,124	14,009	7,000	93,108	79,099	564.63%
<i>Supplies</i>	2,457	1,800	1,800	2,500	700	38.89%
<i>Services and Charges</i>	40,294	16,520	8,300	11,500	(5,020)	(30.39%)
<i>Conferences, Training, & Dues</i>	-	2,100	2,100	2,100	-	-
<i>Special Events & Programs</i>	2,869	5,000	5,000	-	(5,000)	(100.00%)
<i>Operating Exp Subtotal</i>	45,620	25,420	17,200	16,100	(9,320)	(36.66%)
<i>Division Total</i>	91,744	39,429	24,200	109,208	69,779	176.97%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$15,229 less than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$69,779 higher – an increase of 176.97 percent – compared to budgeted expenditures for FY21.*
- *The variance is primarily attributable to resuming programs and services after the pandemic.*
- *Approximately 85 percent of division expenditures are personnel related.*
- *Services and charges represent about 11 percent of division expenditures. This category includes contractual costs for special programs and transportation.*
- *Expenditures categorized as miscellaneous account for approximately two percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.*

Before & After School Programs

Division Purpose:

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

Management Objectives:

- *Maintain customer satisfaction with the before and after-school care programs and receive 85 percent or better rate of return for surveys.*
- *Explore partnerships to increase the amount of healthy snack options.*
- *Provide additional emergency training opportunities for program staff to include CDC protocol for COVID-19.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Percentage of evaluations returned	90	N/A	N/A	90
Ratio of Contractor/Staff-led clubs and activities	2/8	0/4	N/A	N/A
Percentage of favorable ratings for before/after care	90	N/A	N/A	90
Contractor-led clubs/activities	2	N/A	N/A	N/A
Number of participants in Morning Addition	34	0	20	30
Number of participants in Afternoon Addition	50	0	40	50

Before & After School Programs

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Before and After School Programs</i>	76,581	53,753	32,550	135,199	81,446	151.52%
<i>Division Total</i>	76,581	53,753	32,550	135,199	81,446	151.52%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	62,215	38,181	26,700	99,089	60,908	159.53%
<i>Fringe Benefits</i>	6,706	9,222	2,000	21,559	12,337	133.78%
<i>Overtime</i>	375	1,500	-	1,500	-	-
<i>Employee Recognition</i>	210	-	-	-	-	-
<i>Personnel Subtotal</i>	69,506	48,903	28,700	122,149	73,246	149.78%
<i>Supplies</i>	4,604	2,350	3,250	7,550	5,200	221.28%
<i>Services and Charges</i>	85	400	-	4,900	4,500	1125.00%
<i>Conferences, Training, & Dues</i>	-	600	600	600	-	-
<i>Special Events & Programs</i>	2,386	1,500	-	-	(1,500)	(100.00%)
<i>Operating Exp Subtotal</i>	7,075	4,850	3,850	13,050	8,200	169.07%
<i>Division Total</i>	76,581	53,753	32,550	135,199	81,446	151.52%

Before & After School Programs

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$21,203 lower than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$81,466 higher – an increase of 151.52% percent – compared to budgeted expenditures for FY21.*
- *The variance is primarily attributable to resuming programs and services after the pandemic.*
- *Approximately 90 percent of division expenditures are personnel related.*

Takoma Park Community Center

Division Purpose:

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

Management Objectives:

- *Continue to enhance and expand programming in the multi-media lab that encourages increased usage from youth, teens and seniors.*
- *Continue the 55+ Summer Camp program and adjust the maximum number of participants based on CDC regulations for COVID.*
- *Expand technology and computer class offerings for the 55+ population.*
- *Explore and implement virtual programs for senior participants.*
- *Develop a new partnership focusing on health, wellness and nutrition for the 55+ population.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of active adult programs	13	15	5	10
Number of Senior Camp participants	16	0	0	13
Number of participants in active adult programs	890	786	300	700
Number of Senior Program partners	5	5	0	6

Takoma Park Community Center

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Community Center</i>	371,229	417,693	244,752	375,330	(42,363)	(10.14%)
<i>Division Total</i>	371,229	417,693	244,752	375,330	(42,363)	(10.14%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	218,142	244,222	144,190	213,094	(31,128)	(12.75%)
<i>Fringe Benefits</i>	68,473	77,071	38,962	64,836	(12,235)	(15.87%)
<i>Overtime</i>	643	1,000	100	2,000	1,000	100.00%
<i>Employee Recognition</i>	1,390	-	-	-	-	-
<i>Personnel Subtotal</i>	288,647	322,293	183,252	279,930	(42,363)	(13.14%)
<i>Supplies</i>	7,612	11,000	9,500	11,000	-	-
<i>Services and Charges</i>	56,281	46,900	30,000	46,900	-	-
<i>Office Expenditures</i>	1,851	2,500	-	2,500	-	-
<i>Special Events & Programs</i>	16,838	35,000	22,000	35,000	-	-
<i>Operating Exp Subtotal</i>	82,582	95,400	61,500	95,400	-	-
<i>Division Total</i>	371,229	417,693	244,752	375,330	(42,363)	(10.14%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$172,941 lower than budget.*
- *The variance is primarily attributable to a reduction in expenditures for FY21 due to the COVID-19 pandemic.*

FY22 Budget Highlights:

- *Division expenditures are \$42,363 lower – a decrease of 10.14 percent – compared to budgeted expenditures for FY21.*
- *The variance is primarily attributable to the delay in opening the Community Center once the City resumes services after the pandemic.*
- *Approximately 75 percent of division expenditures are personnel related.*
- *Services and charges represent about 13 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$46,900).*
- *Charges categorized as miscellaneous account for less than one percent of division expenditures. This classification includes costs for senior programming (\$35,500).*

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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.*



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21- FY22
HCD Administraton 5500							
Director of Housing & Community Development	130	132,138.16	127,934.57	1.00	1.00	1.00	-
Administrative Assistant	115	75,970.74	70,000.00	0.50	1.00	1.00	-
Total HCD Administration FTE		208,108.90	197,934.57	1.50	2.00	2.00	-
FTEs with benefits		208,108.90	197,934.57	1.50	2.00	2.00	-
FTEs without benefits		-	-	-	-	-	-
Total HCD Administration FTE		208,108.90	197,934.57	1.50	2.00	2.00	-
Planning & Development 5400							
Community Development Manager-Planning	124	106,945.99	105,953.29	1.00	1.00	1.00	-
Planner	119	82,054.01	74,800.70	1.00	1.00	1.00	-
Special Program Coordinator	116	38,637.07	37,494.55	0.50	0.50	0.50	-
Total Planning and Development FTE		227,637.07	218,248.54	2.50	2.50	2.50	-
FTEs with benefits		227,637.07	218,248.54	2.50	2.50	2.50	-
FTEs without benefits		-	-	-	-	-	-
Total Planning and Development FTE		227,637.07	218,248.54	2.50	2.50	2.50	-
Economic Development 5600							
Community Dev. Manager-Economic Development	124	99,000.00	96,898.75	1.00	1.00	1.00	-
Total Economic Development FTE		99,000.00	96,898.75	1.00	1.00	1.00	-
FTEs with benefits		99,000.00	96,898.75	1.00	1.00	1.00	-
FTEs without benefits		-	-	-	-	-	-
Total Economic Development FTE		99,000.00	96,898.75	1.00	1.00	1.00	-
Arts & Humanities 5700							
Arts & Humanities Coordinator	116	40,157.26	39,787.97	0.63	0.63	0.63	-
Total Arts & Humanities FTE		40,157.26	39,787.97	0.63	0.63	0.63	-
FTEs with benefits		40,157.26	39,787.97	0.63	0.63	0.63	-
FTEs without benefits		-	-	-	-	-	-
Total Arts & Humanities FTE		40,157.26	39,787.97	0.63	0.63	0.63	-
Housing & Community Services 5800							
Community Dev. Manager-Housing Services	124	100,762.82	98,352.23	1.00	1.00	1.00	-
Housing Specialist	116	79,140.78	78,414.48	1.00	1.00	1.00	-
Licensing Specialist	115	58,513.31	63,070.59	1.00	1.00	1.00	-
Landlord-Tenant Mediator	116	66,583.10	67,348.69	1.00	1.00	1.00	-
Grants Coordinator	118	33,875.56	35,591.26	0.50	0.50	0.50	-
Total Housing & Community Services FTE		338,875.56	342,777.25	4.50	4.50	4.50	-
FTEs with benefits		338,875.56	342,777.25	4.50	4.50	4.50	-
FTEs without benefits		-	-	-	-	-	-
Total Housing & Community Services FTE		338,875.56	342,777.25	4.50	4.50	4.50	-
Total Housing & Community Department FTE		913,778.79	895,647.08	10.13	10.63	10.63	-

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Inspection Fees</i>	321,593	321,000	321,000	321,000	-	-
<i>Subtotal</i>	321,593	321,000	321,000	321,000	-	-
<i>General Fund</i>	1,361,621	1,583,484	1,338,772	1,788,417	204,933	12.94%
<i>Department Total</i>	1,683,213	1,904,484	1,659,772	2,109,417	204,933	10.76%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>HCD Administration</i>	181,650	145,032	124,404	325,379	180,347	124.35%
<i>Economic Development</i>	358,053	342,940	300,570	363,439	20,499	5.98%
<i>Arts and Humanities</i>	84,311	76,462	78,312	88,305	11,843	15.49%
<i>Planning and Development Services</i>	336,731	517,421	413,780	449,642	(67,779)	(13.10%)
<i>Housing and Community Services</i>	722,467	822,629	742,706	882,652	60,024	7.30%
<i>Department Total</i>	1,683,213	1,904,484	1,659,772	2,109,417	204,933	10.76%

Department Summary

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	812,023	816,550	701,342	989,247	172,697	21.15%
<i>Fringe Benefits</i>	282,814	303,359	184,389	371,736	68,377	22.54%
<i>Overtime</i>	21,174	11,300	16,300	11,300	-	-
<i>Employee Recognition</i>	3,390	-	-	1,750	1,750	-
<i>Personnel Subtotal</i>	1,119,401	1,131,209	902,031	1,374,033	242,824	21.47%
<i>Supplies</i>	1,929	60,746	58,946	27,000	(33,746)	(55.55%)
<i>Computer Expenditures</i>	8,580	-	-	1,700	1,700	-
<i>Services and Charges</i>	525,340	602,093	599,259	630,516	28,423	4.72%
<i>Communications</i>	4,675	7,216	7,216	5,368	(1,848)	(25.61%)
<i>Office Expenditures</i>	3,414	8,300	7,300	6,600	(1,700)	(20.48%)
<i>Conferences, Training, & Dues</i>	14,296	42,550	39,150	33,300	(9,250)	(21.74%)
<i>Special Events & Programs</i>	5,578	52,370	45,870	30,900	(21,470)	(41.00%)
<i>Operating Exp Subtotal</i>	563,813	773,275	757,741	735,384	(37,891)	(4.90%)
<i>Department Total</i>	1,683,213	1,904,484	1,659,772	2,109,417	204,933	10.76%

Adjusted to Estimated Actual FY21:

- *Departmental expenditures are expected to be 13 percent lower than budgeted for the FY21 Adjusted Budget.*
- *The variance is due to lower than expected personnel spending in Planning and Development Services and Housing and Community Services.*

FY22 Budget Highlights:

- *Departmental expenditures in FY22 are projected to be \$204,933 or 10.76 percent higher compared to expenditures budgeted for FY21.*
- *Personnel upgrades in the Housing Division as well as the pending hire of a Housing and Community Development Director for the Department are part of the reason for the increase.*
- *There is no change in the number of Departmental FTEs.*
- *Services and charges make up 30 percent of the HCD Department budget and includes all contractual services and software. For example, the Housing and Community Services Division funds financial counseling assistance, Community Grants Lifecycle Software and Montgomery County DHCA inspections services from the contracts line under services and charges. Other examples include Arts and Humanities lecture and film series, Economic Development business engagement and workforce development software, and contracts supporting the Old Takoma Business Association and Crossroads and the Takoma-Langley Crossroads Development Authority.*
- *Special events and programs making up 1.5 percent of the Departmental budget include programs such as transit-pedestrian projects (bike route improvements, support for iCan Shine camps, etc.) and Housing and Community Services and financial literacy workshops.*

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Public Realm Projects	4	4	4	4
Special Revenue Fund Projects Administered	6	5	8	6
Service Contracts Monitored	16	20	20	0
Cultural Programs Offered	42	42	25	35
Economic Development Projects	1	1	3	3
Boards and Commissions Staffed	4	5	5	5

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>HCD Administration</i>	181,650	145,032	124,404	325,379	180,347	124.35%
<i>Division Total</i>	181,650	145,032	124,404	325,379	180,347	124.35%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	109,274	68,000	79,710	197,935	129,935	191.08%
<i>Fringe Benefits</i>	40,071	31,000	16,942	78,561	47,561	153.42%
<i>Overtime</i>	91	1,000	1,700	1,000	-	-
<i>Employee Recognition</i>	30	-	-	-	-	-
<i>Personnel Subtotal</i>	149,466	100,000	98,352	277,495	177,495	177.50%
<i>Supplies</i>	1,929	2,000	200	2,000	-	-
<i>Computer Expenditures</i>	8,580	-	-	1,700	1,700	-
<i>Services and Charges</i>	16,875	35,516	19,336	36,016	500	1.41%
<i>Communications</i>	4,675	6,516	6,516	4,668	(1,848)	(28.36%)
<i>Office Expenditures</i>	125	1,000	-	1,000	-	-
<i>Conferences, Training, & Dues</i>	-	-	-	2,500	2,500	-
<i>Operating Exp Subtotal</i>	32,184	45,032	26,052	47,884	2,852	6.33%
<i>Division Total</i>	181,650	145,032	124,404	325,379	180,347	124.35%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be about \$20,628 under the Adjusted FY21 budget. This is attributable to lower than expected fringe benefits spending.*

FY22 Budget Highlights:

- *Division expenditures for FY22 are \$180,347 or 124% percent higher compared to budgeted expenditures for FY21.*
- *The variance is primarily attributable to an increase in the budget for personnel costs. In addition to the Citywide wages adjustment, the Administrative Assistant position has been updated to an Administrative Coordinator position, and the hiring of a Department Director for HCD is expected to take place in the first quarter of the fiscal year.*
- *85 percent of Division expenditures for FY22 are personnel related.*
- *Services and charges include copier lease costs and postage costs, as well as marketing for HCD programs across all Divisions. There is no significant change to this budget line from FY21.*
- *Supplies, computer expenditures, communications, office expenditures, and conferences, training, and dues comprise 3.6 percent of the budget. The slight increase is due to the restoration of the previously zeroed out conferences, training, and dues to provide opportunities for the new HCD Director.*



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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Economic Development Projects	0	3	3	3
Business Retention and Expansion Contacts	0	75	125	200
Individual Technical Support Contacts	0	5	5	7
Workforce Development Resource Partners	0	4	5	4

Economic Development

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Economic Development</i>	358,053	342,940	300,570	363,439	20,499	5.98%
<i>Division Total</i>	358,053	342,940	300,570	363,439	20,499	5.98%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	120,609	136,440	104,823	134,339	(2,101)	(1.54%)
<i>Fringe Benefits</i>	40,506	43,000	31,647	44,228	1,228	2.86%
<i>Overtime</i>	745	-	600	-	-	-
<i>Employee Recognition</i>	60	-	-	-	-	-
<i>Personnel Subtotal</i>	161,920	179,440	137,070	178,567	(873)	(0.49%)
<i>Services and Charges</i>	191,031	142,300	142,300	179,572	37,272	26.19%
<i>Communication</i>	-	700	700	700	-	-
<i>Office Expenditures</i>	208	2,700	2,700	1,000	(1,700)	(62.96%)
<i>Conferences, Training, & Dues</i>	4,895	17,800	17,800	3,600	(14,200)	(79.78%)
<i>Operating Exp Subtotal</i>	196,133	163,500	163,500	184,872	21,372	13.07%
<i>Division Total</i>	358,053	342,940	300,570	363,439	20,499	5.98%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$42,370 less than budgeted.*
- *The variance is primarily due to the reduced personnel expenditure for wages and benefits for a full-time intern that was not replaced after the first quarter of FY21.*

FY22 Budget Highlights:

- *Division expenditures for FY22 are \$20,499 higher – an increase of 5.98 percent – compared to the budgeted expenditures of FY21.*
- *The variance is primarily attributed to increased spending on contracts to implement the Economic Development Strategic Plan - business attraction and retention, business and resident engagement and workforce development; and reduced conference spending for the staff due to public health restrictions around travel and in-person meetings to stop the spread of the COVID-19 coronavirus. Additionally, operating cost savings are realized through reduced spending for publicity and printing after the completion of the Takoma Park Recreation Center public engagement process.*
- *Approximately 49.1 percent of Division expenditures are personnel related. FY22 will include an expenditure of a full year of salary and fringe benefits for the Community Development Manager for Economic Development and the salary for the Economic Development Intern.*
- *Division FTEs do not change.*
- *Services and charges represent 49.4 percent of division expenditures. This category includes contracts for economic development services (\$158,000) and software (\$19,372).*

FY21 Accomplishments:

- *Completed execution of the Citywide Mini-Grant program in response to the impact of COVID-19 on Takoma Park small businesses resulting in grants to over 100 Takoma Park small business owners and initiated the first business engagement technology platform dedicated to communication between the City and Takoma Park business owners.*

Economic Development

- *Created and administered The Takoma Park Healthy Business Initiative that included custom signage for mask mandates and social distancing, emergency cleaning and disinfecting for restaurants with staff or owners affected by COVID-19, and grants to support operation adjustments.*
- *Completed an inclusive community engagement process for the Redevelopment of the Takoma Park Recreation Center and initiated the use of the new community engagement technology platform, Engage Takoma Park, to reach residents not previously included in City discussions of development.*
- *Established partnerships to create the Takoma Park Affordable Homeownership Initiative with the Housing Division, resulting in 4 units being redeveloped for affordable homeownership opportunities to address the “missing middle” housing challenge in Montgomery County.*
- *Created a small business technical assistance pilot program for retail businesses.*
- *Established a partnership with the JBG Smith team to begin implementation of the Maryland Department of Housing and Community Development Façade and Signage improvement grant for the Takoma Langley Shopping Center. Façade improvements will include painting, roofing, lighting, security cameras, and murals.*
- *Supported new and existing workforce partnerships created through the Housing Community Grants program.*
- *Submitted two grants for development assistance to the Maryland Department of Housing and Community Development for the Takoma Park Recreation Center and the Washington McLaughlin Christian School Campus.*
- *Submitted a proposal and secured a funding Memorandum of Understanding (MOU) from Montgomery County for outdoor seating to support mobile and pop-up restaurants/food trucks.*
- *Represented Takoma/Langley Crossroads businesses in the Purple Line Corridor Coalition Small Business Working Group.*
- *Participated in the Montgomery County Re-opening Small Business Working Group to advocate and support unified policies and procedures for reopening, grants, and information sharing for small businesses.*

FY22 Goals:

- *Manage the Request for Proposals (RFP) process to identify a development partner for the redevelopment of the Takoma Park Recreation Center.*
- *Identify and pursue additional funding support for the redevelopment of the Takoma Park Recreation Center through grant opportunities with the Maryland Department of Housing and Community Development, the US Economic Development Agency, and other County and regional funders.*
- *Support the development of the Washington Adventist Hospital and advocate for the City's priorities of Education, Housing, and Health Care at the site.*
- *Continue development of resource partners for business development training and support.*
- *Complete implementation of the Maryland Department of Housing and Community Development Façade and Signage improvement grant.*
- *Continue development of workforce partners to provide employment assistance to residents and hiring assistance for businesses.*
- *Support the Takoma Park Affordable Homeownership Initiative in collaboration with the Housing Division and other ongoing and upcoming development projects.*
- *Manage the Economic Development services from the Old Takoma Business Association and the Takoma Langley Crossroads Development Authority and support continued services for the smaller commercial areas of the City.*

Division Purpose:

Development and staging of arts events in the Takoma Park Arts series, including art exhibitions, film screenings, poetry readings, lectures, concerts, plays, and special events both online and at the Takoma Park Community Center.

Development of public art projects across the city to bring art to people where they live to provide a source of inspiration, creativity, and solace during difficult times.

Management Objectives:

- *Continued implementation of the Takoma Park Arts series and the goals of the Takoma Park Cultural Plan.*
- *Initiate and coordinate public arts projects.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Cultural Programs Offered	46	46	25	35
Boards and Commissions Staffed	0	1	1	1

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Arts and Humanities</i>	84,311	76,462	78,312	88,305	11,843	15.49%
<i>Division Total</i>	84,311	76,462	78,312	88,305	11,843	15.49%

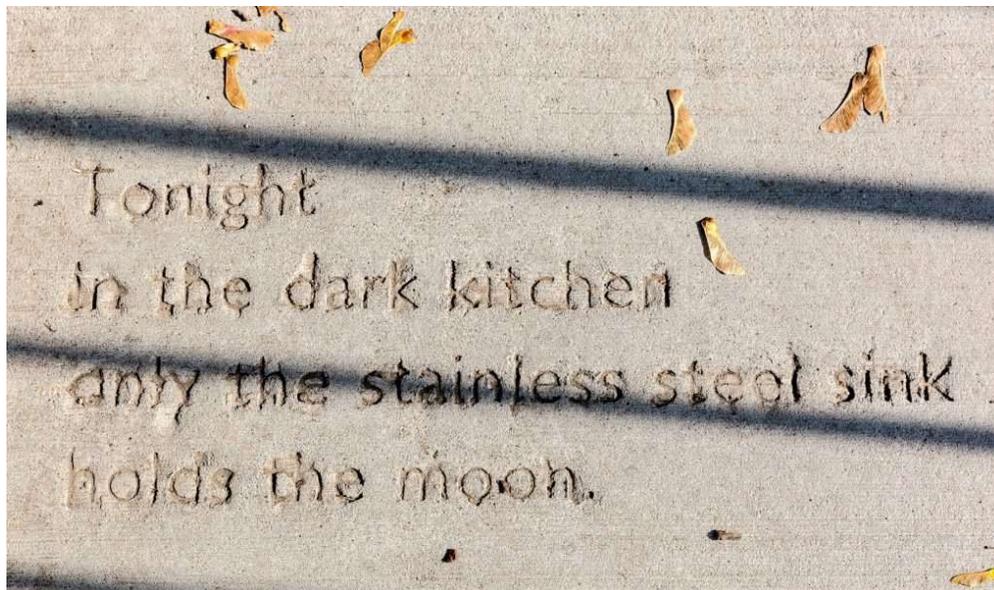
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	55,954	40,157	38,238	58,508	18,351	45.70%
<i>Fringe Benefits</i>	13,807	16,409	6,832	14,847	(1,562)	(9.52%)
<i>Overtime</i>	3,073	500	500	500	-	-
<i>Employee Recognition</i>	60	-	-	-	-	-
<i>Personnel Subtotal</i>	72,894	57,066	45,570	73,855	16,789	29.42%
<i>Services and Charges</i>	6,844	13,646	26,992	8,700	(4,946)	(36.25%)
<i>Office Expenditures</i>	2,399	1,800	1,800	1,800	-	-
<i>Conferences, Training, & Dues</i>	2,174	3,950	3,950	3,950	-	-
<i>Operating Exp Subtotal</i>	11,418	19,396	32,742	14,450	(4,946)	(25.50%)
<i>Division Total</i>	84,311	76,462	78,312	88,305	11,843	15.49%

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$1,849 more than budgeted for FY21.*

FY22 Budget Highlights:

- *Division expenditures for FY22 are \$11,843 higher – an increase of 15.49 percent – compared to the budgeted expenditures of FY21.*
- *Approximately 83.6 percent of division expenditures are personnel related. The increase in personnel costs account for \$16,789 or 29.42 percent more due to the return of a part-time intern.*
- *Services and charges represent 9.9 percent of division expenditures. Honoraria for performers represent 73.6 percent of services and charges expenditures. This category includes the Film Screening Series, the Lecture Series, the Poet Laureate, and Takoma Park Arts performances, both on-line and in person in FY22.*
- *Office expenditures and conferences, training, and dues sum up the remaining \$5,750 or 6.5 percent of the total division expenditures.*



FY21 Accomplishments:

- **Takoma Park Arts Events** - After the closure of the Takoma Park Community Center in March 2020, the Arts and Humanities Division shifted arts events online to reach city residents and our wider community at home during pandemic lockdowns. The arts are an important source of solace during difficult times so Arts and Humanities Coordinator Brendan Smith pivoted the City's entire model for staging arts events from in person to online, including poetry readings, film screenings, and concerts.
- **Online Poetry Readings** - Five poetry readings were held online, including live readings on Zoom. Two readings highlighted racial equity, including one reading with three local Black poets who shared their powerful and timely work challenging white privilege and pervasive racism in the United States. In another reading, three Black poets and a white poet shared their moving poetry about Woodlawn, a former 2,000-acre plantation in Alexandria owned by George Washington where more than 90 enslaved people were forced to work.
- **Online Film Screenings** - Seven film screenings were held online, including six Vintage Movie Nights featuring short historical films on a wide variety of subjects, including Black musicians and artists, travelogues, horror films, and propaganda cartoons. Activized, a documentary highlighting activists in three progressive fields, was screened live with an audience discussion. The films have been viewed thousands of times on the Takoma Park Arts YouTube channel, illustrating the popularity of our events both locally and across the world.
- **Revitalization of B.Y. Morrison Park** - B.Y. Morrison Park received a kid-friendly makeover in a major public art and creative placemaking project. An artist painted a new mural and chalkboard wall where local residents can share their creativity. The park also features new painted tables and children's games stenciled on the concrete.
- **Painting of Tables by Trap Bob** - After a table painted by the Black female artist Trap Bob was vandalized in a racist incident, the Arts and Humanities Division proactively chose to pay Trap Bob to repaint the table even though it wasn't a City project. Arts and Humanities Coordinator Brendan Smith then hired Trap Bob to paint three more tables in the Takoma Streeterly to show that the City wouldn't tolerate racism or vandalism of artists' work.
- **Sidewalk Poetry Project** - This innovative and interactive public art project featured a poetry contest where local residents could enter their original poems. A committee of local poets chose 10 children and 10 adults as the winners who each received a \$100 prize. Their poems were printed on large plates and are being stamped into the concrete in new sidewalks or during sidewalk repairs. The project brings poetry to the people in an unlikely venue that is literally underfoot.
- **Bus Shelter Artwork Posters** - Since many art exhibitions were delayed during the closure of the Community Center, seven large posters featuring artwork by some of those artists were designed and installed in bus shelters across the city. The project brought art to local neighborhoods to brighten people's day and encourage the use of public transportation.

Arts & Humanities

- **Takoma ARTery Window Displays and Art Fair** – The Takoma ARTery is a local group supporting artists through window displays of artwork to facilitate art sales and improve the appearance of local business districts. A City grant was provided to support their work. The Arts and Humanities Division also arranged the venue and provided significant organizational and promotional support for the ARTery’s first art fair which was held outside the Community Center in June 2021.
- **Takoma Park Arts E-Newsletter** – More than 2,500 people have signed up for our weekly [Takoma Park Arts e-newsletter](#), illustrating the popularity of our cultural events that reach an audience far beyond the city limits.

FY22 Goals:

- **Public Art Works Program** – The Arts and Humanities Division revamped the city’s public art programs in a new Public Art Works plan to incorporate public art in upcoming public works projects, such as bus shelters, sidewalks, and bike racks. More projects will be completed under this plan which highlights racial and economic equity by locating public art across the city rather than just in the historic district and downtown.
- **Takoma Park Arts Programs** – Events in the Takoma Park Arts series will be rescheduled in the Community Center after it reopens in August 2021, including poetry readings, film screenings, plays, lectures, art exhibitions, and concerts.
- **Holiday Art Sale**– After the 2020 Holiday Art Sale was canceled due to the closure of the Community Center, the sale will return in December 2021. This popular event provides a venue and financial support for more than 30 local artists who share their art and crafts with the community.

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Development and Zoning Reviews	5	6	7	6
Public Realm Projects	4	4	4	4
Special Revenue Fund Projects Administered	6	5	8	6
Capital Projects	5	4	5	5
Safe Routes to School - Events	31	31	1	32
Safe Routes to School - Participants	2,910	2,200	375	3,465
TKPK5K Challenge - Participants	1,500	0	600	1,500
Boards and Commissions staffed	3	3	3	3
Vendor Permits Issued	5	5	5	5

Planning & Development Services

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Planning and Development Services</i>	336,731	517,421	413,780	449,642	(67,779)	(13.10%)
<i>Division Total</i>	336,731	517,421	413,780	449,642	(67,779)	(13.10%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	237,310	256,077	195,884	255,689	(389)	(0.15%)
<i>Fringe Benefits</i>	86,806	93,000	60,752	106,703	13,703	14.73%
<i>Overtime</i>	3,413	4,800	3,500	4,800	-	-
<i>Employee Recognition</i>	120	-	-	1,750	1,750	-
<i>Personnel Subtotal</i>	327,649	353,877	260,136	368,942	15,065	4.26%
<i>Supplies</i>	-	58,746	58,746	25,000	(33,746)	(57.44%)
<i>Services and Charges</i>	709	43,578	43,578	19,650	(23,928)	(54.91%)
<i>Office Expenditures</i>	381	1,000	1,000	1,000	-	-
<i>Conferences, Training, & Dues</i>	5,768	10,550	7,150	7,850	(2,700)	(25.59%)
<i>Special Events & Programs</i>	2,224	49,670	43,170	27,200	(22,470)	(45.24%)
<i>Operating Exp Subtotal</i>	9,082	163,544	153,644	80,700	(82,844)	(50.66%)
<i>Division Total</i>	336,731	517,421	413,780	449,642	(67,779)	(13.10%)

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$103,641 less than budgeted for FY21 due to wages and fringe benefits.*
- *Full time salaries are underbudget due to a vacancy that occurred in FY21 which resulted in lower associated costs.*
- *Operating expenditures are expected to be \$9,900 less than budgeted, primarily attributable to the underspending in categories of conferences, training and dues and special events, due to the pandemic.*

FY22 Budget Highlights:

- *Division expenditures for FY22 are \$67,779 lower – a decrease of 13.10 percent from the FY21 approved budget.*
- *The variance is primarily attributable carry-over funds from FY20 which increased the FY21 budget in specific categories, most notably supplies (placemaking and streetscape maintenance and installation) and services and charges (contracts, publicity, printing). These two categories account for \$57,674 of the decrease from the FY21 budget.*
- *Division FTEs remain unchanged.*
- *Approximately 82 percent of division expenditures are personnel related.*
- *Supplies represent 5.5 percent of the budget.*
- *Services and charges are \$19,650, or 4.4 percent of division expenditures Included in this category are costs associated with contracts for technical services.*
- *Special Events and Programming account for 6 percent of the budget, which includes Transit-Pedestrian projects such as bike route improvements and Safe Routes to School program incentives (\$23,900) and the iCan Shine Camp (\$3,300).*

FY21 Accomplishments:

We Belong Here: the Takoma Park Equity Walk

Staff created “We Belong Here: the Takoma Park Equity Walk,” an educational and engaging walking activity offering residents a safe space for discussion and exploration of equity issues. One location is on Anne Street, between University Boulevard and Lockney Avenue, adjacent to the Crossroads Farmers Market. The other location intersects with the two elementary schools, the middle school, Community Center, Takoma Park Library and Takoma-Piney Branch Local Park.

Bike to School Day, May 2021

Safe Routes to School partnered with 5 area schools to promote bike safety education during bike month. Each school celebrated bike month by inviting students to ride their bikes to school on designated days in May. Students participated in educational outreach on helmet use, rules of the road and bike maintenance. Helmets, bike locks and reflective lights were distributed to students.

Bike to Work Day, May 21st, 2021

In partnership with regional governments and local bicycle advocacy organizations, the City of Takoma Park hosted two morning “pit stops” for the 20th Annual Bike to Work Day. Planning division staff set up tents and tables at the Sligo Creek Trail (at New Hampshire Ave) and in Old Town (on Carroll Ave). They handed out bike safety gear, informational pamphlets, and t-shirts to over 100 morning bike commuters and bicycle enthusiasts.

Virtual TKPK5K, May 15- 31, 2021

For two weeks in May, runners could “run wherever they love to run” in the Virtual Takoma Park Safe Routes to School 5K! Over 160 residents and one sponsor, Finn Family Group, chose to participate and receive a TKPKV5K t-shirt. Proceeds will benefit the SRTS participating schools.

Use of Public Space

Repurposed public space to enable small businesses to use outdoor space in order to reopen during the coronavirus and provide greater opportunities for social distancing by creating the Takoma Streeter. City staff has coordinated with businesses and the Old Takoma Business Association on amenities, public art and organizational aspects to ensure the success of the public space. Staff conducted a community feedback survey and reported to Council.

Minor Master Plan

Partnered with Montgomery Planning to begin to update portions of the 2000 Takoma Park Master Plan to re-envision the Washington Adventist Campus and surrounding areas through a Minor Master Plan Amendment.

Grants

- The Planning staff managed the following grants totaling \$2.1 million during FY21:
- Community Development Block Grants;
- Safe Routes to School;
- Metropolitan Washington Council of Governments;
- New Ave Bikeway;
- Maryland State Arts Council;
- America Walks – Community Change grant
- Maryland State Revitalization Grant – National Capital Strategic Economic Development (awarded, awaiting grant agreement).

New Ave Bikeway, multi-year grant awards

Completed the 60% design of the New Hampshire Avenue Corridor Bikeway plan - Section A and Mandatory Referral; completed 30% design plans for Section B. In October 2020, the City was awarded \$473,173.36 in MD Bikeways funding to complete final designs and construction documents for Section A.

Metropolitan Washington Council of Governments Transportation Land Use Connection grant

Conducted a technical assistance study for a Maple Avenue Complete Streets Redesign, to strengthen transportation connections on Maple Avenue by prioritizing pedestrians, bicyclists, and transit users to provide safer, more convenient, and more comfortable travel for all roadway users.

Safe Routes to School Grant Award, \$48,960

Takoma Park Safe Routes to School was awarded \$48,960 by the State Highway Administration for the Enhancing Biking and Bike Safety in Takoma Park project. This funding will go towards purchasing complete bike rodeo sets for five schools in the City's Safe Routes to School Program, conducting a feasibility study for eventually installing a traffic garden in Takoma Park, and printing costs for post-Covid-19 outreach and education.

FY22 Goals:

- *Support ongoing and upcoming development projects including the Takoma Recreation Center, the Washington Adventist Hospital, 6530 New Hampshire Ave, and other properties.*
- *Continue to partner with Montgomery Planning to update portions of the 2000 Takoma Park Master Plan to re-envision the Washington Adventist Campus and surrounding areas through a Minor Master Plan Amendment.*
- *Completion of the Public Space Management Plan and adoption by Council.*
- *Completion of 60% plans for full length of New Ave Bikeway; progress on 100% plans for Section A, and receipt of funding from MD-Bikeways for final designs for Section B.*
- *Implement Public Realm improvements, such as bus shelter installations, Public Arts in Public Works, and continued use of public space.*
- *Conduct successful Safe Routes to School events: Crosswalk Simulations, Bike Rodeos, Walk to School Day, Bike to School Day, TKPK 5K Race; I Can Shine camp.*

Division Purpose:

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

Management Objectives:

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

Housing & Community Services

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Tenant Capacity Building Initiative Projects	8	8	5	2
Tenant Opportunity to Purchase Proposals	15	20	20	20
Rental Licenses – Issued	425	475	385	390
Rental Licenses – Discontinued	50	55	50	60
Illegal Rental Facilities Identified	45	30	50	20
Rental Units Inspected by Montgomery County	2,800	3,000	300	1,000
Rent Stabilized Rental Facilities	310	310	300	310
Exempted Rental Facilities	21	25	20	20
Rent Stabilization Exemptions Processed	16	18	20	20
Owner Occupied Group Houses Registered	7	10	5	10
Vacant Properties Monitored	85	85	85	85
Fair Return Petitions Filed	3	6	3	3
Illegal Rent Payments Reimbursed	\$1,000	\$1,500	\$25,000	\$20,000
COLTA – Cases Filed	5	8	10	10
COLTA – Hearings Conducted	1	4	1	5
Seminars and Workshops Conducted	10	10	10	10
Landlord Certificates Issued	220	225	225	220
Credit Checks Conducted	21	25	0	0
Community Grants Administered	18	18	18	18
Emergency Assistance Grants Awarded	120	125	150	150
Home Stretch Downpayment Assistance Grants	3	5	5	5

Performance measures were severely impacted by COVID-19 in Fiscal Year 2021. The following programs were severely reduced as a result of the health-related impacts including inspection of rental facilities by Montgomery County, issuance of new and renewal rental licenses, grant programs, seminars, and workshops. In addition, emergency rental assistance payments were stagnant due to the inability of property owners to access the court system. There was a steady flow of rental properties offered for sale due to plummeting interest rates and a number of tenants who exercised their right to purchase under the Tenant Opportunity to Purchase law. For Fiscal Year 2022, we project that there will continue to be a decrease in many of these performance measures due to the ongoing impact of the health emergency.

Housing & Community Services

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Housing and Community Services</i>	722,467	822,629	742,706	882,652	60,024	7.30%
<i>Division Total</i>	722,467	822,629	742,706	882,652	60,024	7.30%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	288,876	315,876	282,688	342,777	26,902	8.52%
<i>Fringe Benefits</i>	101,624	119,950	68,216	127,397	7,447	6.21%
<i>Overtime</i>	13,851	5,000	10,000	5,000	-	-
<i>Employee Recognition</i>	3,120	-	-	-	-	-
<i>Personnel Subtotal</i>	407,471	440,826	360,903	475,174	34,349	7.79%
<i>Services and Charges</i>	309,881	367,053	367,053	386,578	19,525	5.32%
<i>Office Expenditures</i>	301	1,800	1,800	1,800	-	-
<i>Conferences, Training, & Dues</i>	1,459	10,250	10,250	15,400	5,150	50.24%
<i>Special Events & Programs</i>	3,354	2,700	2,700	3,700	1,000	37.04%
<i>Operating Exp Subtotal</i>	314,996	381,803	381,803	407,478	25,675	6.72%
<i>Division Total</i>	722,467	822,629	742,706	882,652	60,024	7.30%

Housing & Community Services

Adjusted to Estimated Actual FY21:

- *Division expenditures are expected to be \$79,922, or 9.72 percent less than budgeted for FY21 due to lower expense on wages and fringe benefits.*

FY22 Budget Highlights:

- *There is an increase of 8.52 percent in wages and 6.21 percent in fringe benefits that are attributable to the reclassification and expansion of position responsibilities within the housing division.*
- *The 5.32 percent increase in services and charges represent additional funding to support the implementation of the housing portion of the City Council adopted Housing and Economic Development Strategic Plan. There are also increases in contract charges from our core vendors including Montgomery County Department of Housing and Community Affairs (housing code inspections) and Rent Control Consultants (database for tracking rental licenses and rent reports).*
- *The increase in conferences and training is directly connected to the need for increasing knowledge in developing a model for work under the Housing and Economic Development Strategic Plan.*

FY21 Accomplishments:

- *Continued implementation of the 2019 Housing and Economic Development Strategic Plan.*
- *Increased emphasis on providing residents with safe, habitable housing through work with Montgomery County Department of Housing and Community Affairs.*
- *Maintained focus on compliance with tenant opportunity to purchase laws and compliance with the rent stabilization law and rental allowances.*
- *Encouraged homeowners to apply for relief Fair Return Petition.*
- *Increased engagement with new property owners:*
 - *Multi-family*
 - *Homeowners (condominiums and single-family homes).*
- *Increased outreach on end of life planning including: basic wills, health proxies, and advanced directives.*
- *Established rental assistance program to support residential tenant impacted by COVID-19.*

Housing & Community Services

- *Expanded emergency assistance fund dollars to ensure that residents are stabilized in their housing and prevent eviction and foreclosure.*
- *Increased assistance to Condominium Communities:*
 - *Reserve studies*
 - *Support with HOA fees for essential “community” needs.*
- *Assistance with Personal Protective Equipment (reusable face masks; gloves, sanitizers).*
- *Ensured that the first-time homebuyer program is fully subscribed and integrated with sustainability grants and programs facilitated by the City.*
- *Launched new round of community partner grants program.*
- *Supported the success of FY21 Community “Quality of Life” Grants that integrated response to COVID-19 issues.*
- *Integrated Community grants with workforce development efforts led by the economic development division.*
- *Increased outreach to resident on relevant topics on a consistent basis.*
- *Transitioned appropriate housing division services to on-line platform for greater efficiency.*
- *Increased communication of division services to non-English speaking communities beginning with Spanish.*

FY22 Goals:

- *Continue implementation of the 2019 Housing and Economic Development Strategic Plan:*
 - *Completion of projects at 7402 Garland Avenue*
 - *Completion of project at 320 Lincoln Avenue*
 - *Incorporation of financial literacy and coaching into existing homebuyer efforts*
 - *Expand portfolio of properties for affordable homeownership efforts.*
- *Expansion of Workforce Development programs for low to moderate income residents.*
- *Expand assistance with outreach, education, and enrollment in SNAP.*
- *Establish grants to support food security for city residents.*
- *Assistance with ADU renovations for low-income homeowners with Habitat for Humanity.*
- *Assistance for property owners and tenants facing impact of COVID-19 and other health pandemics.*

Housing & Community Services

- *Greater technical assistance to tenants and tenant association seeking to purchase under the Tenant Opportunity to Purchase law.*
- *Increased engagement with new property owners:*
 - *Multi-family*
 - *Homeowners (condominiums and single-family homes).*
- *Increase emphasis on providing residents with safe, habitable housing through work with Montgomery County Department of Housing and Community Affairs.*
- *Encourage homeowners to apply for relief Fair Return Petition.*
- *Establish rental assistance program to support residential tenants impacted by COVID-19.*
- *Expand emergency assistance fund dollars to ensure that residents are stabilized in their housing and prevent eviction and foreclosure.*
- *Increase assistance to Condominium Communities*
 - *Reserve studies*
 - *Support with HOA fees for essential “community” needs.*
- *Assistance to Homeowners with non-federally backed mortgages.*
- *Assistance with Personal Protective Equipment (reusable face masks; gloves, sanitizers).*
- *Launch new round of community partner grants and Spark grants programs.*



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:

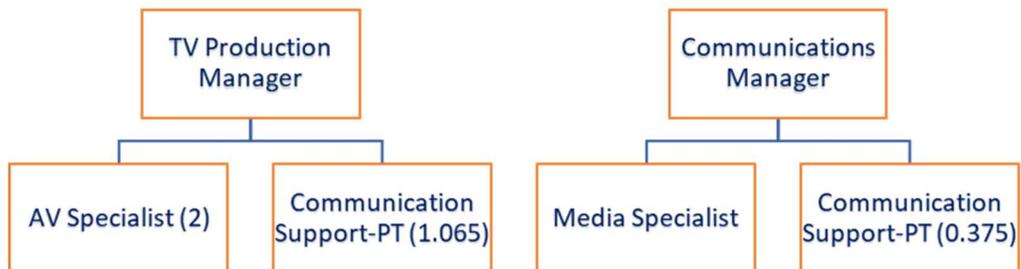
- *Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable channel.*
- *Collaborate with the city departments and local organizations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

Performance/Workload Measures:

Measurement	Actual FY20	Estimated FY21	Projected FY22
City TV Hours:	240 hrs	225 hrs	225 hrs
Original programming	100 hrs	100 hrs	100 hrs
Council meetings	100 hrs	110 hrs	110 hrs
Radio programming	40 hrs	45 hrs	45 hrs
Website:			
Unique visitors per month	19,620	21,186	23,305
Number of visits per month	36,744	36,373	40,010
Pages viewed per month	283,611	532,492	864,984



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21- FY22
Communication							
TV Production Manager	121	85,129.93	84,369.03	1.00	1.00	1.00	-
Communications Manager	120	70,381.17	77,721.48	1.00	1.00	1.00	-
Media Specialist	116		63,336.00	-	-	1.00	1.00
A/V Specialist	115	58,513.31	57,980.80	1.00	1.00	1.00	-
A/V Specialist	115	60,785.61	60,243.95	1.00	1.00	1.00	-
Part-time Communication Support	114	57,579.50	54,000.00	1.50	1.83	1.44	(0.39)
Total Communication FTE		332,389.52	397,651.26	5.50	5.83	6.44	0.61
FTEs with benefits		274,810.02	343,651.26	4.00	4.00	5.00	1.00
FTEs without benefits		57,579.50	54,000.00	1.50	1.83	1.44	(0.39)
Total Communication FTE		332,389.52	397,651.26	5.50	5.83	6.44	0.61
Total Communication Department FTE		332,389.52	397,651.26	5.50	5.83	6.44	0.61

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Cable Franchise Fees</i>	215,745	214,000	214,000	212,000	(2,000)	(0.93%)
<i>Cable Operating Grant</i>	400,051	404,000	400,000	390,000	(14,000)	(3.47%)
<i>Subtotal</i>	615,796	618,000	614,000	602,000	(16,000)	(2.59%)
<i>General Fund</i>	(86,465)	(3,082)	(102,556)	125,996	129,078	(4188.46%)
<i>Department Total</i>	529,330	614,918	511,444	727,996	113,078	18.39%

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Communications</i>	529,330	614,918	511,444	727,996	113,078	18.39%
<i>Division Total</i>	529,330	614,918	511,444	727,996	113,078	18.39%



Department Summary

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	311,967	347,440	291,216	397,651	50,211	14.45%
<i>Fringe Benefits</i>	82,687	104,400	56,729	127,679	23,279	22.30%
<i>Overtime</i>	13,439	12,000	17,000	12,000	-	-
<i>Employee Recognition</i>	510	2,000	2,000	-	(2,000)	(100.00%)
<i>Personnel Subtotal</i>	408,603	465,840	366,945	537,330	71,490	15.35%
<i>Supplies</i>	568	6,500	5,500	5,750	(750)	(11.54%)
<i>Computer Expenditures</i>	1,043	-	-	-	-	-
<i>Services and Charges</i>	95,474	110,506	111,206	119,206	8,700	7.87%
<i>Communications</i>	13,358	18,522	18,522	52,440	33,918	183.12%
<i>Office Expenditures</i>	1,916	1,500	1,500	1,500	-	-
<i>Conferences, Trainings, & Dues</i>	8,367	12,050	7,770	11,770	(280)	(2.32%)
<i>Operating Exp Subtotal</i>	120,727	149,078	144,498	190,666	41,588	27.90%
<i>Division Total</i>	529,330	614,918	511,444	727,996	113,078	18.39%

Department Summary

Adjusted to Estimated Actual FY21:

- *Expenditures are expected to be \$103,475 or 16.83% lower than budgeted.*
- *The Variance is primarily due to spending less on temporary staff due to COVID-19 lockdowns.*

FY22 Budget Highlights:

- *Wages are budgeted to increase by \$50,211 or 14.45 percent - compared to FY21 because of conversions from two intern positions to a new full-time position. The increase also includes an increase in salaries for the fiscal year and an upgrade to the Communications Specialist position.*
- *Fringe Benefits are budgeted to increase by \$23,279 or 22.30 percent due to the conversion of two intern positions to a new full-time position.*
- *Services and charges increase by \$8,700 or 7.87 percent - compared to FY21 due to upgraded media support services including multi-lingual service contracts; and advertising and printing contracts.*
- *Communications expense increases by \$33,918 or 183.12 percent - compared to FY21 due to our website upgrade and re-design.*

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.

FY21 Accomplishments:

- *County Executive Marc Elrich and Council President Sidney Katz thanked the entire Silver Spring Complete Census Count Committee which included the City of Takoma for the outstanding response to the 2020 Census. The City came in at 76.6%.*

FY22 Goals:

Engage citizenry in diverse and meaningful ways, providing opportunities for two-way communication and involvement

- *Maximize use of electronic communication to provide comprehensive, timely, and accurate information.*
- *Inform residents of news, services, programs, and events with unique and compelling video productions thru City TV and Radio.*
- *Ensure accurate and comprehensive coverage of City news, events, and emergency communications by external sources.*
- *Market/brand the City and increase exposure through effective multimedia campaigns and special events.*

Encourage involvement and provide an opportunity for dialogue through advisory committees, surveys, community meetings, volunteer opportunities, and recognition events using CityTV and Radio and election communications

- *Implement communication plan for City news and events, projects, and initiatives, considering all communication tools including digital and print plus CityTV and Radio.*
- *Produce creative and engaging marketing materials and publications to inform residents of City news, programs, and events.*
- *Use resident feedback such as surveys to aid in strategic planning.*
- *Monitor community demography and tailor communications as appropriate; providing communications in multiple languages.*
- *Utilize the highest reasonable level of personalization indirect resident outreach.*

Department Summary

Maintain an effective, efficient website that ensures transparency, is responsive to users' needs, communicates City strategies, Council priorities, news, and events, and provides opportunities for dialog

- *Leverage social networking opportunities to expand the reach of the City's message.*
- *Expand opt-in opportunities for resident engagement.*
- *Ensure that communications are maximized to take advantage of emerging technologies.*
- *Conduct ongoing campaigns to educate residents about features and opportunities available on the website and social networking platforms, using a variety of outlets to maximize reach.*



IN THIS SECTION:

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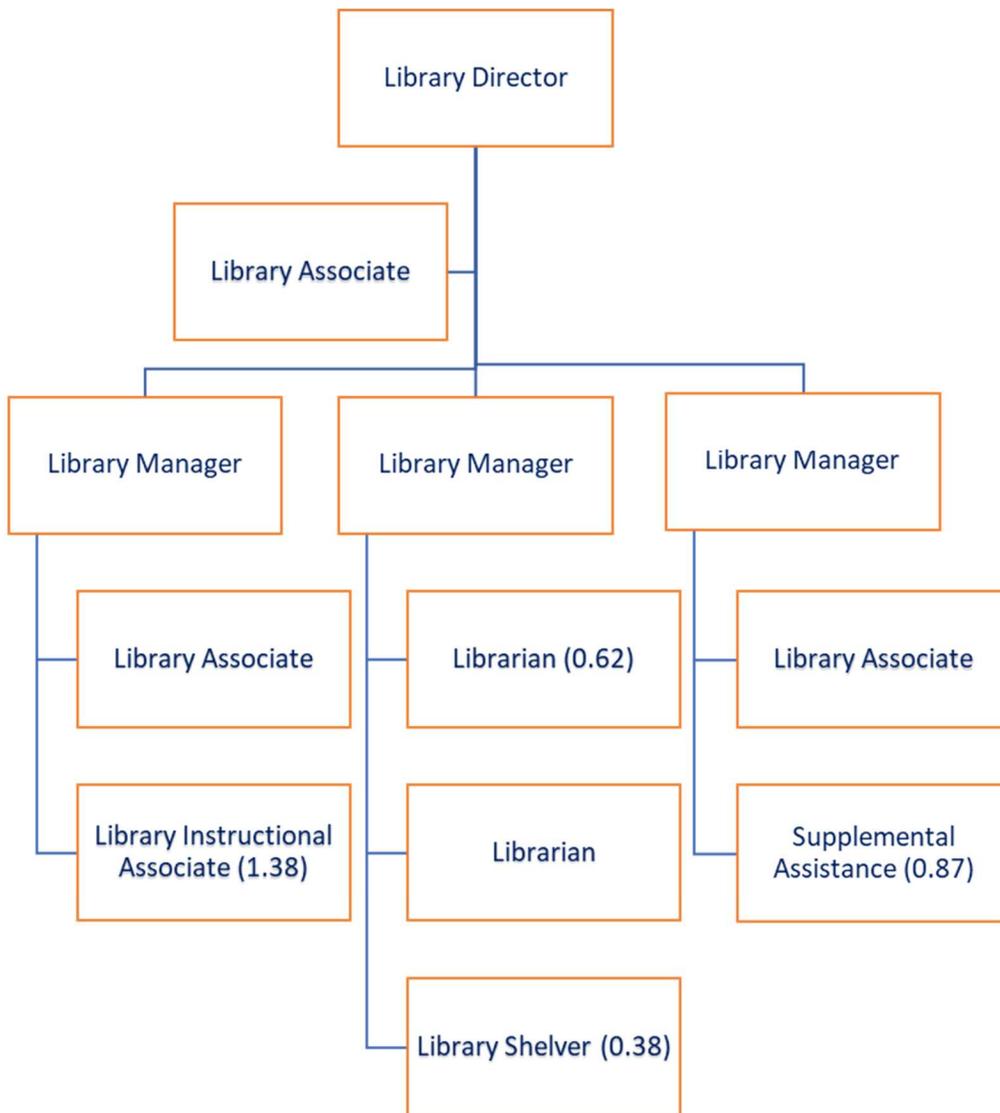
Department Summary

Department Overview:

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



Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Library Division 7000							
Library Director	130	139,113.16	117,001.57	1.00	1.00	1.00	-
Library Manager	122	112,386.87	105,119.96	1.00	1.00	1.00	-
Library Manager	122	106,083.43	101,999.96	1.00	1.00	1.00	-
Library Manager	122	102,963.43	84,893.29	1.00	1.00	1.00	-
Library Associate	114	73,967.61	73,273.98	1.00	1.00	1.00	-
Library Associate	114	66,642.58	67,012.14	1.00	1.00	1.00	-
Library Associate	114	64,685.94	65,046.13	1.00	1.00	1.00	-
Librarian	118	30,017.42	59,047.87	1.00	1.00	1.00	-
Librarian	118	39,907.30	49,414.98	0.50	0.50	0.62	0.12
Library Shelver	106	21,217.05	18,323.17	0.38	0.38	0.38	-
Supplemental Assistance	NA	46,700.00	32,700.00	0.87	0.87	0.87	-
Total Library Division FTE		833,256.60	803,404.88	9.75	9.75	9.87	0.12
FTEs with benefits		735,767.73	722,809.88	8.50	8.50	8.50	-
FTEs without benefits		97,488.88	80,595.00	1.25	1.25	1.37	0.12
Total Library Division FTE		833,256.60	803,404.88	9.75	9.75	9.87	0.12
Computer Center Division 7200							
Library Instructional Associate	114	60,546.51	58,968.84	1.00	1.00	1.00	-
Library Instructional Associate	114	13,324.17	12,814.59	0.25	0.25	0.25	-
Library Instructional Associate	114	6,466.46	6,600.96	0.13	0.13	0.13	-
Total Computer Center FTE		80,337.14	78,384.39	1.38	1.38	1.38	-
FTEs with benefits		67,012.97	65,569.80	1.13	1.13	1.13	-
FTEs without benefits		13,324.17	12,814.59	0.25	0.25	0.25	-
Total Computer Center FTE		80,337.14	78,384.39	1.38	1.38	1.38	-
							-
Total Library Department FTE		913,593.74	881,789.27	11.13	11.13	11.25	0.12

Department Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Library Aid from County</i>	182,499	185,973	185,000	176,742	(9,231)	(4.96%)
<i>Library Fines and Fees</i>	9,550	15,000	400	-	(15,000)	(100.00%)
<i>Subtotal</i>	192,049	200,973	185,400	176,742	(24,231)	(12.06%)
<i>General Fund</i>	1,125,613	1,232,361	1,001,078	1,184,722	(47,639)	(3.87%)
<i>Department Total</i>	1,317,662	1,433,334	1,186,478	1,361,464	(71,870)	(5.01%)

<i>Dept. Expenditures By Division (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Library</i>	1,222,351	1,321,997	1,098,307	1,252,383	(69,614)	(5.27%)
<i>Computer Learning Center</i>	95,311	111,337	88,171	109,081	(2,256)	(2.03%)
<i>Department Total</i>	1,317,662	1,433,334	1,186,478	1,361,464	(71,870)	(5.01%)

Department Summary

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	853,015	899,594	841,176	881,713	(17,881)	(1.99%)
<i>Fringe Benefits</i>	299,561	336,700	212,802	322,121	(14,579)	(4.33%)
<i>Overtime</i>	8,751	6,200	9,200	6,200	-	-
<i>Employee Recognition</i>	6,720	6,000	6,000	-	(6,000)	(100.00%)
<i>Personnel Subtotal</i>	1,168,047	1,248,494	1,069,178	1,210,034	(38,460)	(3.08%)
<i>Supplies</i>	101,553	135,230	80,000	79,800	(55,430)	(40.99%)
<i>Computer Expenditures</i>	13,588	-	-	5,200	5,200	-
<i>Services and Charges</i>	24,540	31,050	22,500	48,050	17,000	54.75%
<i>Communications</i>	7,102	7,260	5,800	7,880	620	8.54%
<i>Office Expenditures</i>	1,685	4,000	3,000	4,000	-	-
<i>Conferences, Training, & Dues</i>	1,147	7,300	6,000	6,500	(800)	(10.96%)
<i>Operating Exp Subtotal</i>	149,615	184,840	117,300	151,430	(33,410)	(18.08%)
<i>Department Total</i>	1,317,662	1,433,334	1,186,478	1,361,464	(71,870)	(5.01%)

Adjusted to Estimated Actual FY21:

- *Total departmental expenditures are down \$246,856, or 17.2 percent, in the projected FY21 budget compared to the adjusted FY21 budget.*
- *This reduction is basically due to two factors: the impact of COVID-19 on Library operations, and the preparation to move the Library to temporary quarters while a new Library building is constructed. In almost every budget category, the Library spent less due to these two factors. The Library building has been closed to the public since the pandemic began, so normal services were interrupted and either had to be discontinued or were greatly reduced.*
- *In personnel expenditures, the Library used only a fraction of the supplemental assistance set aside for paying substitutes due to the fact that the Library building has been closed. In addition, personnel costs are reduced because the previous Library Director retired, and a new director was hired at a lower salary.*
- *The impact of COVID-19 – as well as preparations for moving the Library into likely smaller temporary quarters - also meant that the Library purchased fewer materials overall, including books, periodicals, the materials needed to process and circulate them, office supplies, etc. Also, while the Library began a Books to Go curbside service in early July 2020 and has circulated nearly 18,000 items through February 2021, it's a much smaller circulation than when the building is open to the public, which means more crowded shelves in the Library. Still, the Library continues to purchase the most critically-acclaimed books to keep the collection updated.*

FY22 Budget Highlights:

- *Total departmental expenditures are reduced by \$71,870, or 5.01 percent, in FY22 compared to the adjusted FY21 budget, due to both a reduction in wages and fringe benefits, as well as a decrease in supplies, specifically the number of purchased adult and children's books, as well as periodicals.*
- *In FY22, wages are reduced by \$17,881, or 1.99 percent, and fringe benefits are reduced by \$14,579, or 4.33 percent. This is due to the retirement of the previous Library Director and the hiring of a new Library Director at a lower salary. In total, personnel costs represent 88.9 percent of the Library Department's budget.*
- *Supplies are decreased in FY22 by 40.99 percent, mainly because the Library is purchasing smaller numbers of books for adults, teens and children, as well as the materials required to process and circulate them. In addition, the number of print periodicals has been reduced from 130 to 60. Both of these reductions are due to the upcoming Library relocation to temporary quarters, which will likely will be smaller than the current Library space.*

Department Summary

- \$6,000 for employee recognition does not apply for FY22.

FY21 Accomplishments:

Many of the Library's objectives were necessarily altered with the onset of COVID-19 and the Library's closure in mid-FY20, which continued through FY21.

- *Pandemic-Responsive Programs: Nearly all of the Library's in-house programs were adapted to be offered online, via Zoom and YouTube, including: Community Circle Time, Spanish Circle Time, SummerQuest, Comics Jam, Sketch Club, and book clubs. In FY21, the Library offered a winter reading challenge called WinterQuest as a counterpart to the flagship annual SummerQuest program. Additionally, the Library added an outdoor yoga storytime for the spring and early summer.*
- *Pandemic-Responsive Circulation: The Books to Go program continued over the course of FY21 with positive feedback from patrons. In addition to fulfilling requests for specific titles, Library staff provided expert Readers Advisory services through Books to Go, helping patrons to discover new titles that were relevant to their needs and interests. Books to You was added in FY21 to deliver books to homebound patrons.*
- *Online Resources: The Library has continued to prioritize and strengthen its digital resources over the course of the building's closure. Funding was increased for Hoopla to offer increased access to streaming and downloadable books, music, audiobooks, and movies.*
- *Renovation and Construction: The design of the new building neared completion by the end of FY21, and it reflects Council, City, and Library staff priorities to serve our community inclusively and thoughtfully. The design aims to be both comfortable and forward-thinking in how we anticipate the community will use the space for years to come.*

FY22 Goals:

- *Reopening: The Library will reopen to the public in early FY22. We are working to ensure that patrons may safely return to our building and enjoy the collections, access computers, and interact with staff in circulation, instruction, reference, and program capacities.*
- *Renovation and Construction: Work on the new building will begin in FY22, and before it can start, the Library will relocate its collections and services for the duration of the project. The Library will endeavor to ensure that patrons' needs are being met and services are accessible as much as is possible during this time.*
- *Programs: The Library will continue to provide quality programming for all ages both on site and in collaboration with community partners during the Library's construction displacement.*
- *Human Resources: With the retirement of our Children and Young Adult Services Manager Karen MacPherson, the Library will hire and train a replacement who will provide direction and programs for the staff in this department.*
- *Accessibility and Inclusion: The Library plans to begin circulating technology, including personal computing devices and Wi-Fi hotspots, with funding from ARPA, in response to the extent of the digital divide that the pandemic has exposed. We will also be working to provide better Wi-Fi access in and around our building so that patrons with both personally-owned and borrowed devices can access digital resources more equitably.*

Books to Go



Division Purpose:

The Library provides circulation and reference services, and readers’ aid. Resources include public 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. Since the Library building closed last March, we have circulated materials through our Books-to-Go curbside service, and limited home delivery. We have also presented numerous programs on Zoom as well as an outdoor family yoga program at the Takoma Recreation Center.

Management Objectives:

- *Pursue the presentation of Library programs for children and adults- either online through Zoom and YouTube, or live in locations throughout Takoma Park.*
- *Continue Books-to-Go curbside service to card-holders, book delivery to residents, and free craft bags to children ages 3 and up.*
- *Develop, refine and support plans and preparations for new Library space, to include temporary relocation of all Library programs, services and collections.*
- *Reinforce the continued importance of the Library and its relevance to the community during building reconstruction – through publicity, and with support from the Friends.*
- *Increase patron access to streaming and downloadable books, magazines and music for all ages, reflecting a diversity of perspectives, cultures and languages including Odillo, a multifaceted on-line resource in Spanish.*

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Circulation of materials	115,291	86,620	25,332	26,000
Circulation per capita	6.44	5.1	1.5	1.5
In-library use of materials	33,387	24,254	N/A	N/A
Use per capita	2	1	N/A	N/A
Program attendance	17,151	13,567	3,405	5,108
Programs	349	316	104	156

Library

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Library</i>	1,222,351	1,321,997	1,098,307	1,252,383	(69,614)	(5.27%)
<i>Division Total</i>	1,222,351	1,321,997	1,098,307	1,252,383	(69,614)	(5.27%)
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	780,258	819,257	770,096	803,329	(15,928)	(1.94%)
<i>Fringe Benefits</i>	278,413	312,700	197,310	299,124	(13,576)	(4.34%)
<i>Overtime</i>	8,069	6,000	9,100	6,000	-	-
<i>Employee Recognition</i>	6,630	4,500	4,500	-	(4,500)	(100.00%)
<i>Personnel Subtotal</i>	1,073,370	1,142,457	981,007	1,108,453	(34,004)	(2.98%)
<i>Supplies</i>	100,919	132,230	80,000	79,800	(52,430)	(39.65%)
<i>Computer Expenditures</i>	13,588	-	-	-	-	-
<i>Services and Charges</i>	24,540	30,250	22,500	47,250	17,000	56.20%
<i>Communications</i>	7,102	7,260	5,800	7,880	620	8.54%
<i>Office Expenditures</i>	1,685	3,000	3,000	3,000	-	-
<i>Conferences, Training, & Dues</i>	1,147	6,800	6,000	6,000	(800)	(11.76%)
<i>Operating Exp Subtotal</i>	148,981	179,540	117,300	143,930	(35,610)	(19.83%)
<i>Division Total</i>	1,222,351	1,321,997	1,098,307	1,252,383	(69,614)	(5.27%)

Adjusted to Estimated Actual FY21:

- *In the Library Division, expenditures are down \$223,690, or 16.9 percent, in the projected FY21 budget compared to the adjusted FY21 budget.*
- *This reduction is mainly due to both the impact of COVID-19 and the Library's upcoming move to temporary quarters while the current building is demolished, and a new Library building is constructed.*
- *Personnel costs are down because the building is closed due and the Library isn't hiring substitutes. In addition, the previous Library Director retired on March 1, and a new Library Director was hired at a lower salary.*
- *Other costs also are reduced because of the impact of COVID-19. The Library is purchasing fewer materials, including books for adults, teens, and children, as well as the materials needed to process and circulate them, both because circulation is lower (despite the popularity of the Books to Go curbside service program) and because the Library collection will be moved to temporary quarters that likely will be smaller than the current Library building.*

FY22 Budget Highlights:

- *Total departmental expenditures are reduced by \$69,614, or 5.27 percent, in FY22 compared to the adjusted FY21 budget, due to both a reduction in wages and fringe benefits, as well as a decrease in supplies, specifically the number of purchased adult and children's books, as well as periodicals.*
- *In FY22, wages are reduced by \$15,928, or 1.94 percent, and fringe benefits are reduced by \$13,576, or 4.34 percent. This is due to the retirement of the previous Library Director and the hiring of a new Library Director at a lower salary. In total, personnel costs represent 88.5 percent of the Library Department's budget.*
- *Supplies are decreased in FY22 by 39.65 percent, mainly because the Library is purchasing smaller numbers of books for adults, teens and children, as well as the materials required to process and circulate them. In addition, the number of print periodicals has been reduced from 130 to 60. Both of these reductions are due to the upcoming Library relocation to temporary quarters, which will likely be smaller than the current Library space.*
- *Finally, \$4,500 for employee recognition does not apply for FY22.*

Division Purpose:

In pre-pandemic times, the Library managed and operated two computer rooms, with 20 public access workstations, which were available seven days a week. We offered Internet, word processing, spreadsheets, and more in 37 languages to users of all ages. We also maintained four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department. The Computer Center closed in March of 2020, and we have not been able to provide public access since then.

It continues to be very much in demand, and we plan to provide a Computer Learning Center in a new location during the Library reconstruction.

Management Objectives:

Increase assistance provided to users of laptops, phones and pads including both troubleshooting and help in installing and using apps, especially those which extend our digital resources. These services will be continued in a new location, when it is possible to provide direct assistance to Library patrons.

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of Internet sessions (log-ons)	2,819	2,829	N/A	N/A
Hours Used	2,318	1,961	N/A	N/A

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

<i>Division Expenditures (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Computer Learning Center</i>	95,311	111,337	88,171	109,081	(2,256)	(2.03%)
<i>Division Total</i>	95,311	111,337	88,171	109,081	(2,256)	(2.03%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Wages</i>	72,757	80,337	71,079	78,384	(1,953)	(2.43%)
<i>Fringe Benefits</i>	21,148	24,000	15,492	22,997	(1,003)	(4.18%)
<i>Overtime</i>	682	200	100	200	-	-
<i>Employee Recognition</i>	90	1,500	1,500	-	(1,500)	(100.00%)
<i>Personnel Subtotal</i>	94,677	106,037	88,171	101,581	(4,456)	(4.20%)
<i>Supplies</i>	634	3,000	-	-	(3,000)	(100.00%)
<i>Computer Expenditures</i>	-	-	-	5,200	5,200	-
<i>Services and Charges</i>	-	800	-	800	-	-
<i>Office Expenditures</i>	-	1,000	-	1,000	-	-
<i>Conferences, Training, & Dues</i>	-	500	-	500	-	-
<i>Operating Exp Subtotal</i>	634	5,300	-	7,500	2,200	41.51%
<i>Division Total</i>	95,311	111,337	88,171	109,081	(2,256)	(2.03%)

Adjusted to Estimated Actual FY21:

- *Expenditures for the Computer Learning Center are reduced by \$23,166, or 20.81 percent, in the projected FY21 budget compared to the adjusted FY21 budget.*
- *This reduction is mainly due to the impact of COVID-19, and the fact that the Computer Learning Center has been closed to the public. Because of this, far fewer supplies were purchased and there was no need for paying substitutes.*

FY22 Budget Highlights:

- *Expenditures for the Computer Learning Center are down by \$2,256, or 2.03 percent, in FY22 compared to the adjusted FY21 budget. Overall, personnel costs represent 93.12 percent of the Computer Learning Center Division's budget.*
- *The main change in the Computer Learning Center budget is \$5,200 for computer expenditures, mainly computer consumables like keyboards, mice, etc. This is merely a bookkeeping change as the money previously had been part of the Library's Office Supplies budget.*



Walk to School Day

IN THIS SECTION:

- Non-Departmental Summary

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Non-Departmental Summary

Department Overview:

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

Supplemental Information:

Measurement	Actual	Estimated	Projected
	FY20	FY21	FY22
Number of auto liability insurance claims	10	6	8
Number of general liability insurance claims	8	5	10
Number of police liability insurance claims	2	2	1
Number of public official insurance claims	0	0	0
Number of property insurance claims	0	1	1
Number of worker's compensation insurance claims	29	38	38
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	126	130	131



Non-Departmental Summary

<i>Source of Funds (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>General Fund</i>	1,157,121	2,511,975	2,005,304	1,702,417	(809,558)	(32.23%)
<i>Division Total</i>	1,157,121	2,511,975	2,005,304	1,702,417	(809,558)	(32.23%)
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY20</i>	<i>Adjusted FY21</i>	<i>Projected FY21</i>	<i>Adopted FY22</i>	<i>Change (\$) Adj FY21- FY22</i>	<i>Change (%) Adj FY21- FY22</i>
<i>Other Fringe Benefits</i>	43,341	86,500	86,500	23,820	(62,680)	(72.46%)
<i>Workers' Compensation Insurance</i>	510,870	407,884	407,884	500,800	92,916	22.78%
<i>Personnel Subtotal</i>	554,211	494,384	494,384	524,620	30,236	6.12%
<i>Supplies</i>	8,170	-	-	1,000	1,000	-
<i>Services and Charges</i>	144,245	163,200	190,300	191,100	27,900	17.10%
<i>Office Expenditures</i>	(4,577)	36,620	26,620	25,000	(11,620)	(31.73%)
<i>Conferences, Training, & Dues</i>	8,536	11,300	4,000	13,000	1,700	15.04%
<i>Special Events & Programs:</i>						
<i>General Contingency</i>	-	129,971	-	135,697	5,726	4.41%
<i>COVID-19 Emergency Assistance Fund</i>	55,000	578,500	415,000	-	(578,500)	(100.00%)
<i>Grants</i>	140,450	200,000	200,000	200,000	-	-
<i>Partnership Program</i>	87,484	125,000	125,000	195,000	70,000	56.00%
<i>Housing Expenditure</i>	10,000	610,000	410,000	210,000	(400,000)	(65.57%)
<i>Community Festival & 4th of July</i>	36,245	-	-	7,000	7,000	-
<i>Safety & Wellness</i>	-	3,000	-	-	(3,000)	(100.00%)
<i>Tax Rebate & Supplemental Tax</i>	117,358	160,000	140,000	200,000	40,000	25.00%
<i>Operating Exp Subtotal</i>	602,910	2,017,591	1,510,920	1,177,797	(839,794)	(41.62%)
<i>Division Total</i>	1,157,121	2,511,975	2,005,304	1,702,417	(809,558)	(32.23%)

Non-Departmental Summary

Adjusted to Estimated Actual FY21:

- Expenditures are expected to be \$506,671 less than budget.
- The variance is attributable mainly to the decrease in general contingency provision (\$129,971), COVID-19 Emergency Assistance Fund expenditures (\$163,500) and housing expenditure (\$200,000). The increase in services and contract charges (\$27,100) is offset by the decrease in tax rebate and supplemental tax (\$20,000).

FY22 Budget Highlights:

- Expenditures are \$809,558 less – a decrease of 32.2 percent – compared to budgeted expenditures for FY21.
- Approximately 30.8 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$500,800). None of these costs are directly related to FTEs.
- Services and charges account for about 11.2 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 (\$191,100) which represent \$27,900 or 17.1 percent increase from FY21 budget. The insurance cost increase is mainly due to the addition of legal liabilities of \$25,000 in the policy.
- Office Expenditures account for 1.5 percent of division expenditures. As required by the City Charter, one-half of one percent of revenues (\$135,697) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.
- Approximately 55.7 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 (\$200,000) is reflected in this classification. There is an increase of \$40,000 from the FY21 budget due to the addition of property tax credit or deferral program. Emergency Assistance funding is not included in the non-departmental program of FY22, but will be considered in the plan for the use of Federal Aid-ARPA money.
- Financial support to external organizations is also included in the special events and programs category. External entities will benefit from the Grants Program (\$200,000) and Community Partnership Program (\$195,000). Partnership Program is increased \$70,000 or 56.0 percent due to the additional cost of Community Play Event (\$10,000) and the Community Partners Grant (\$40,000). The Housing Fund expenditure is \$210,000. In FY21, the City made an extra contribution of \$400,000 to the Home Ownership Program.

Special Events & Programs

The Community Partnership Programs include:

Community Partners Grant **\$100,000**

The Community Partners Grant (CP2) was created to provide multi-year funding for services that the City was not able to provide due to limited staff capacity. For FY22 the focus of these grants will be food insecurity and workforce development.

HCD - Anne's Street Farmer's Market – Crossroads **\$20,000**

The FY22 funding to the Crossroads Food Network will support the Anne Street Farmers Market.

Community Play Program **\$10,000**

The primary goal of the Play Day program is to bring residents of all ages, abilities and backgrounds together to enjoy activities that offer them opportunities for physical activity and cultural experiences, allow their artistic talents to flourish, and bring the community together in the most enlightening way possible through fun, free play experiences.

Summer Meals and Enrichment Program **\$45,000**

The purpose of the summer meals and enrichment program is to provide summer academic enrichment opportunities for underserved Takoma Park youth that assists with meeting local and state academic standards in core content areas, such as reading and mathematics. The program also provides activities for youth development, drug and violence prevention, art, music, character education, counseling and recreation to enhance the program's academic components. Meals are also included as part of the program.

Teen Mentoring Program **\$20,000**

The primary goal of the teen and young adult mentoring program is to assist youth in making a successful transition to employment, further education, and overall success. A wide range of activities and services are available to assist youth, especially those who are disconnected and out-of-school, in making a successful transition to adulthood

Grants

Community Grants (STEAM) \$80,000

The Community "Quality of Life" Grant program annually awards funding to support programming that provides residents with greater access and opportunities in the arts and sciences. Over the past two grant cycles, the program has attracted interest from non-profit organizations focusing on related workforce development training. This fiscal year, five (5) grantees will focus their programming on workforce development.

Emergency Assistance Fund \$50,000

The City in partnership with Ministries United Silver Spring Takoma Park (MUSST) assists residents who are struggling financially with rent, mortgage payments, utility bills, food, prescriptions, and other critical needs.

Emergency Tree Removal Program \$25,000

\$25,000 is Included in Grants for the Emergency Tree Removal Assistance Fund. This fund provides assistance to low and moderate income property owners in Takoma Park for removal of dead or hazardous trees or pruning of hazardous branches.

Small Business Mini-Grant Program \$25,000

The City of Takoma Park established a Citywide Small Business Mini-Grant Program to provide emergency assistance to small businesses impacted by the COVID-19 pandemic and resulting closures and constrained business operations. Grants of up to \$3,000 per business were awarded for their immediate needs. All Takoma Park businesses were eligible for the grant program. These additional funds coupled with redirected funds from the Economic Development Division and from public donations will allow 99% percent of applicants to receive funding for emergency needs such as rent, payroll, healthcare, and business model adjustments. The Citywide Mini-Grant Program has filled a gap in County and Federal emergency businesses assistance for many of our microbusinesses and entrepreneurs.

Small Business Support Grant \$20,000

The purpose of the Small Business Support Grant is to retain local businesses and assist them through unforeseen challenges that could threaten the continuance of the business. The funds will be targeted to both new and existing businesses facing urgent business needs in the areas of operations, equipment, or financing.

The Tax Rebate Program

FY22 Tax Rebate Program & Property Tax Credit **\$200,000**

The City provides additional property tax credits for the Homeowner Property Tax Credit and Renter Tax Credit which are supplemented by the State of Maryland and Montgomery County. We expect to spend approximately \$150,000 in the FY22 program which will benefit 140 homeowners. Council approved an additional \$50,000 for property tax credit/tax deferral program, for FY22.

Housing and Community Services

ADU Rehab & Technical Assistance Program **\$125,000**

In partnership with Habitat for Humanity Metro Maryland, the City of Takoma Park will be assisting low-income homeowners who need to complete the construction of their accessory units.

Condominium Assistance **\$10,000**

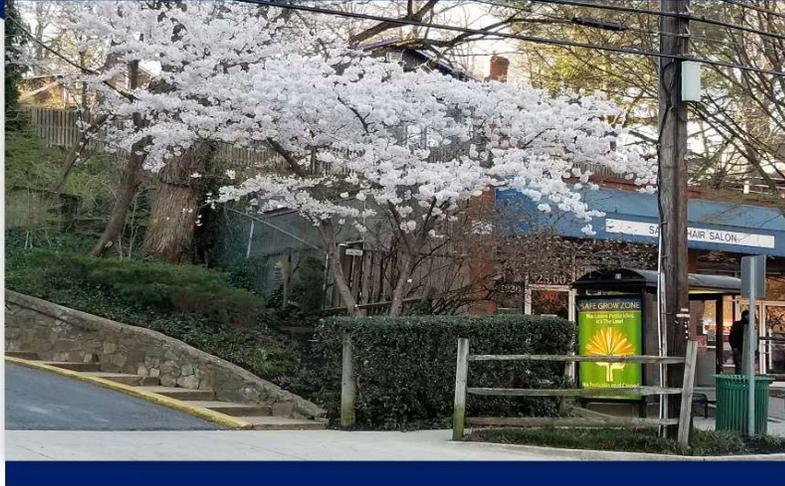
Condominium Assistance funds will be used to assist residences in condominium communities. These homeowners have different needs than our single-family homeowners including the need for capital reserve studies and other long-term project planning.

Homebuyer – Downpayment Assistance Program **\$75,000**

The Home Stretch Program is a loan program designed to assist first-time homebuyers who want to make the City of Takoma Park their home. The City assists with up to \$10,000 in closing costs for income-eligible participants. In FY22, a portion of these funds will also assist the two new homeowners identified by Habitat for Humanity Metro Maryland for the Garland Avenue homeownership project. The grants to these new Takoma Park families will aid in closing costs up to \$10,000.

Non-Departmental Summary





A Beautiful Spring Day in Takoma Park

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Capital Improvement Program

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• Housing & Community Development	312
• Communications & Library	314

Capital Improvement Program

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 FY22. 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 FY22, Police related purchases include five police cars, and Police equipment including field radios, mobile computers, bike patrol unit equipment and replacement of the license plate reader. Scheduled Public Works related purchases include a replacement pickup truck, leaf box and leaf collection vacuum, crack filling machine, truck tire changer and electric street sweeper. Recreation Department project includes the gym floor repair of the Recreation Center. IT-related purchases include an upgrade of the network switches improvement of server infrastructure and purchase of document storage and management software.

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 FY22 include Closed captioning, ASL or CART Interpretation system and Cable TV Editing and Playback Servers.

Infrastructure Improvements

Ongoing infrastructure improvements include funding for new sidewalk construction and traffic calming of \$250,000, sidewalk repairs for compliance with the Americans with Disabilities Act (\$200,000 for city sidewalks and \$300,000 for State highways), and street restoration funding of \$500,000. Funding is also included for bike infrastructure improvements (\$40,000), bus shelter improvements (\$40,000), and public land improvements (\$40,000). The General Fund expenditures include partial funding for the ongoing development of the New Hampshire Avenue Bikeway Design, with the majority of funding coming from the Special Revenue Fund.

The Library will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library should be completed, with construction anticipated to begin in FY22. About \$4.8 million is budgeted to be spent, financed with the City Bond and the State Grant.

Capital Improvement Program

Park Development

There is no budget proposed for park development in FY22.

Facilities

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller-scale facility improvements. In FY22 the City will begin the Atrium Floor construction project of \$800,000, which will be completed with an anticipated remaining expenditure in FY23. In addition, the HVAC control system will be replaced.

Stormwater Management

In FY22, there will be two projects included in the Capital Budget pertaining to design and construction of the 13th and Hillwood Manor Playground and the pipe realignment of the Cockerille Avenue. In addition, the City is going to purchase a new electric street sweeper with the cost of \$546,000. Half of the cost will be funded by Stormwater Management Fund.

Additional information about the Stormwater Management budget can be found on page 253.

Capital Improvement Program

Use of Funds by Department and Fund

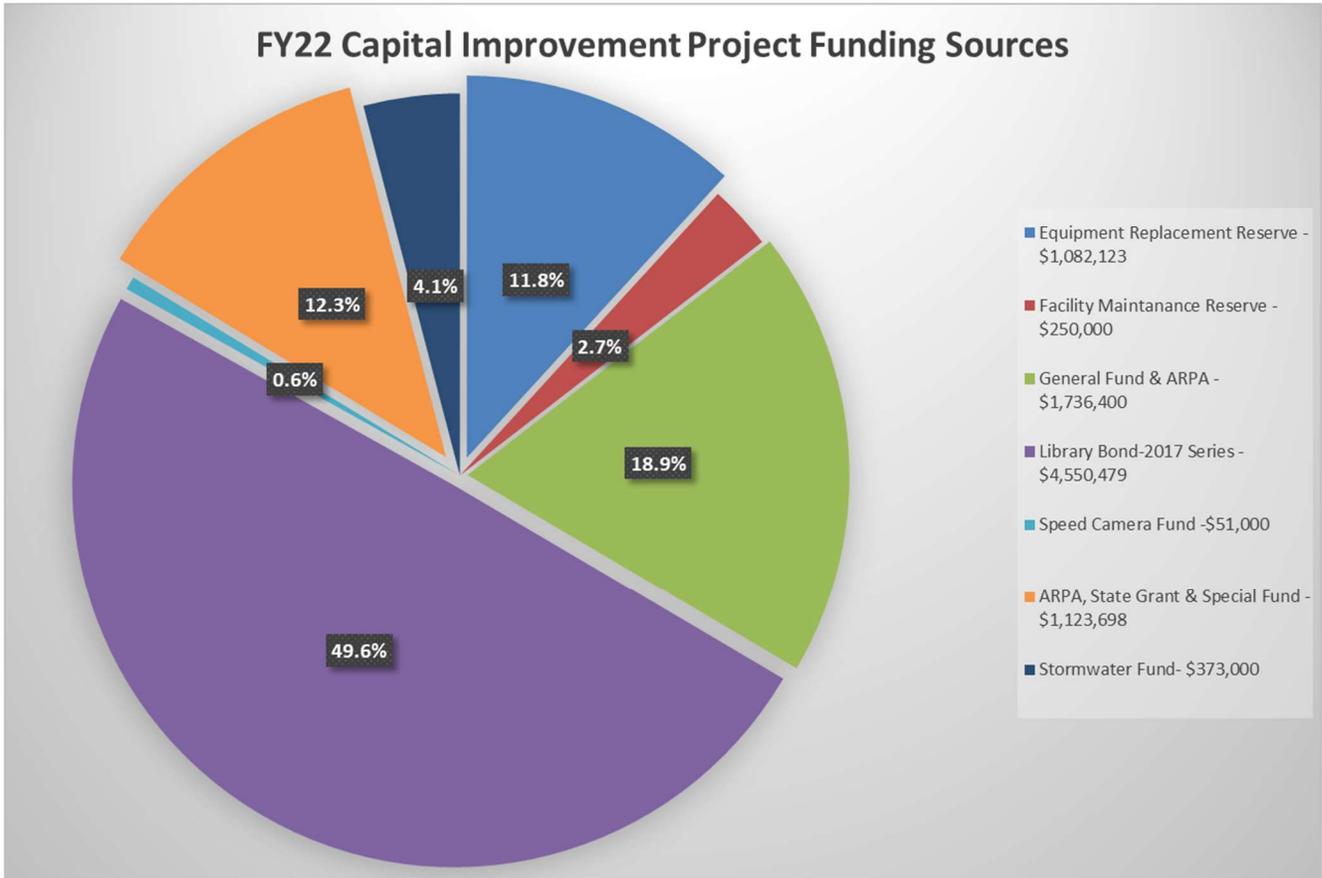
Department/Fund	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26	Total
City Administration							
General Fund-Equipment Replacement	-	-	-	-	40,469	27,200	67,669
Total City Administration	-	-	-	-	40,469	27,200	67,669
Information Technology							
General Fund	99,000	-	-	-	-	-	99,000
General Fund-Equipment Replacement	84,000	114,194	-	-	-	92,607	290,801
Special Revenue Fund-ARPA	-	100,000	-	-	-	-	100,000
Total Information Technology	183,000	214,194	-	-	-	92,607	489,801
Police							
General Fund	111,800	198,400	73,400	60,000	60,000	60,000	563,600
General Fund-Equipment Replacement	243,184	304,500	479,769	664,944	522,336	412,972	2,627,705
Speed Camera Fund	50,000	51,000	6,000	6,000	6,000	6,000	125,000
Total Police	404,984	553,900	559,169	730,944	588,336	478,972	3,316,305
Public Works							-
General Fund	413,709	1,280,000	1,820,000	3,070,000	2,920,000	2,370,000	11,863,709
General Fund-Equipment Replacement	193,457	663,429	271,035	671,000	199,128	325,514	2,323,563
General Fund-Building Maintenance	39,300	240,000	690,000	-	-	18,000	987,300
Bond-2017 Series	1,000,000	-	-	-	-	-	1,000,000
Special Revenue Fund	857,163	-	125,000	-	-	-	982,163
Stormwater Management Fund	304,000	373,000	280,000	190,000	200,000	200,000	1,547,000
Total Public Works	2,807,629	2,556,429	3,186,035	3,931,000	3,319,128	2,913,514	18,703,735
Recreation							-
General Fund-Equipment Replacement	-	-	84,736	136,571	-	6,400	227,707
General Fund-Building Maintenance	-	10,000	-	-	-	-	10,000
Total Recreation	-	10,000	84,736	136,571	-	6,400	237,707
Housing & Community							-
General Fund	327,000	250,000	423,000	255,000	80,000	80,000	1,723,000
General Fund-ARPA	-	8,000	-	-	-	-	8,000
Special Revenue Fund	718,000	602,000	72,000	-	-	-	1,392,000
Total Housing & Community	1,045,000	860,000	495,000	255,000	80,000	80,000	3,123,000
Communications							-
Special Revenue Fund	50,000	195,000	265,000	-	-	20,000	530,000
Total Communications	50,000	195,000	265,000	-	-	20,000	530,000
Library							-
General Fund-Equipment Replacement	24,855	-	-	-	-	-	24,855
Bond-2017 Series	3,851,400	4,550,479	1,800,000	-	-	-	10,201,879
Special Revenue Fund	300,000	226,698	2,500,000	-	-	-	3,026,698
Total Library	4,176,255	4,777,177	4,300,000	-	-	-	13,253,432
CIP Grand Total (\$)	8,666,868	9,166,700	8,889,940	5,053,515	4,027,933	3,618,693	39,721,649

Capital Improvement Program

FY22 Capital Improvement Projects by Funding Source

Fund	Amount
Equipment Replacement Reserve	\$ 1,082,123
Facility Maintenance Reserve	\$ 250,000
General Fund & ARPA	\$ 1,736,400
Library Bond-2017 Series	\$ 4,550,479
Speed Camera Fund	\$ 51,000
ARPA, State Grant & Special Fund	\$ 1,123,698
Stormwater Fund	\$ 373,000
Total Capital Budget	\$ 9,166,700

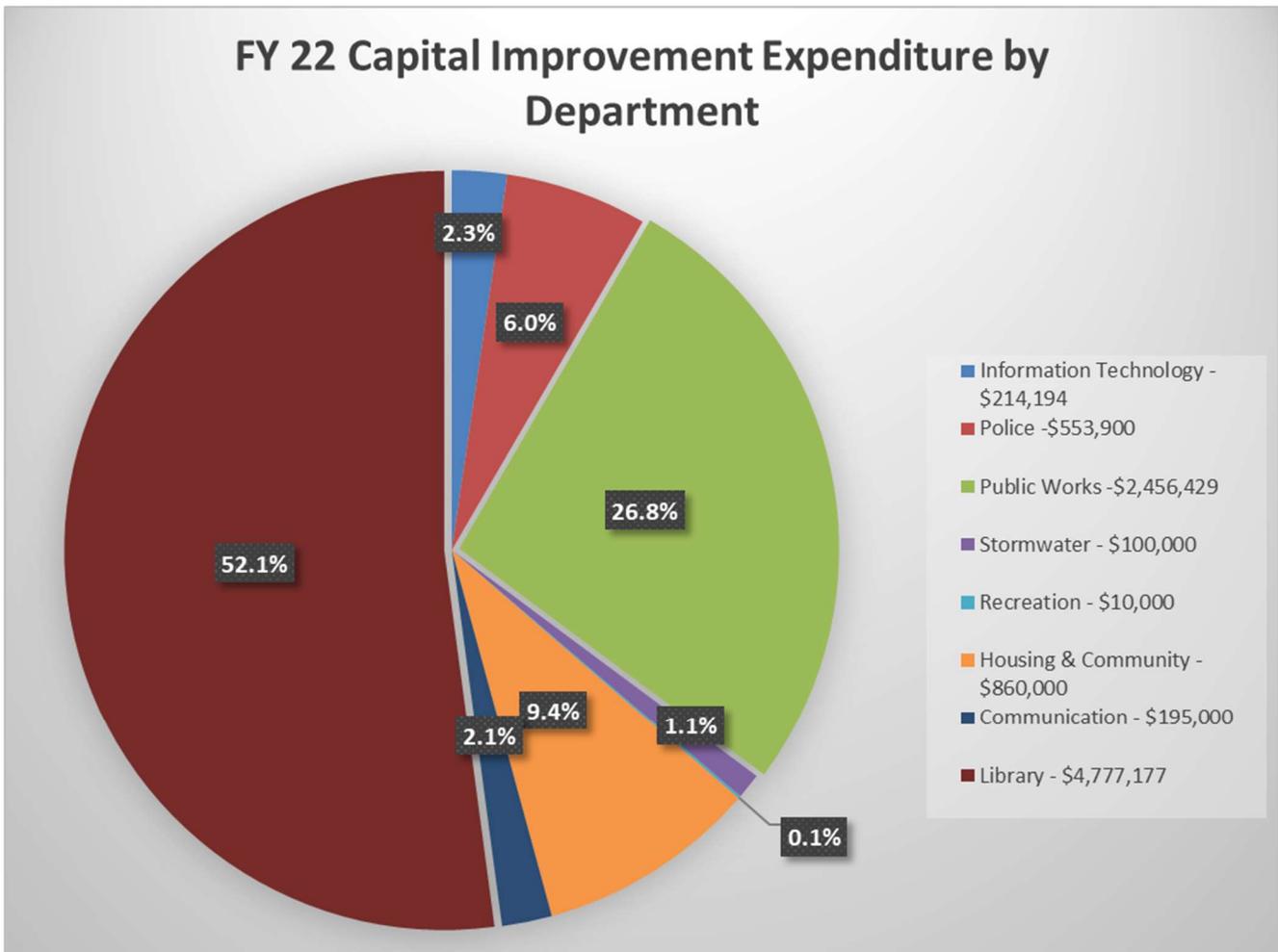
Total Capital Budget



Capital Improvement Program

FY22 Capital Improvement Expenditure by Department

Department	Amount
Information Technology	\$ 214,194
Police	\$ 553,900
Public Works	\$ 2,456,429
Stormwater	\$ 100,000
Recreation	\$ 10,000
Housing & Community	\$ 860,000
Communication	\$ 195,000
Library	\$ 4,777,177
Total Capital Budget	\$ 9,166,700



Capital Improvement Program

CIP Summary

CIP SUMMARY	Fund	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
CIP Total – Items funded by Equipment Replacement Reserve	ERR	657,296	1,082,123	835,540	1,472,515	761,933	864,693
CIP Total – Items funded by Facility Maintenance Reserve	FMR	39,300	250,000	690,000	-	-	18,000
CIP Total – Items funded by General Fund – Capital Outlay	GF	839,709	1,728,400	2,316,400	3,385,000	3,060,000	2,510,000
CIP Total – Items funded by General Fund – Capital Outlay	GF-ARPA	-	8,000	-	-	-	-
CIP Total – Items funded by General Fund – Bond	Bond	4,851,400	4,550,479	1,800,000	-	-	-
CIP Total – General Fund							
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF						
CIP Total – Items funded Through Speed Camera Program Fund	SCF	50,000	51,000	6,000	6,000	6,000	6,000
CIP Total – Items funded by Special Revenue Funds	SRF	1,925,163	1,023,698	2,962,000	-	-	20,000
CIP Total – Items funded by Special Revenue Funds	SRF-ARPA	-	100,000	-	-	-	-
CIP Total Stormwater Fund	SW	304,000	373,000	280,000	190,000	200,000	200,000
CIP GRAND TOTAL (\$)							
		8,666,868	9,166,700	8,889,940	5,053,515	4,027,933	3,618,693

Legend

GF – General Fund – general operating fund of the city. Capital improvement projects that include basic city services such as police protection, street maintenance, recreation, administrative, human resources and financial management are funded by this program.

ERR – Equipment Replacement Reserve – assets with lifespans of 3 to 30 years, such as large machinery and vehicles, are funded by this program.

FMR – Facility Maintenance Reserve – smaller scale facility improvements are funded by this program.

SRF – Special Revenue Funds - specific projects funded by grants.

SCF – Speed Camera Program Fund - public safety projects funded by revenue from the City’ speed camera program.

SW – Stormwater Management Fund – stormwater management projects including construction, maintenance and repair of storm drains, inlets, channels and ditches; and projects for compliance with state and federal requirements for pollution control associated with stormwater runoff – are funded by this program.

Capital Improvement Program

Priority Level

I – Imperative

II – Essential

III – Important

IV – Desirable

City Administration

CITY ADMINISTRATION	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Vehicles								
Admin Pool Car (#298)	ERR	III	-	-	-	-	-	27,200
Admin Pool Car (#286)	ERR	III	-	-	-	-	40,469	-
TOTAL - CITY ADMINISTRATION (\$)			-	-	-	-	40,469	27,200

No capital purchases are proposed for Fiscal Year 2022. In later years, investments from the Equipment Replacement Reserve are projected for administrative pool cars, which are shared between multiple Departments for off-site work such as bank visits, deliveries, best practices exchanges with other jurisdictions, and other miscellaneous transport needs.

Capital Improvement Program

Information Technology

INFORMATION TECHNOLOGY	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Equipment & Software								
Wi-Fi Access Points	GF	I	14,000	-	-	-	-	-
Closed Circuit TV & Video Surveillance FOR Community Center	ERR	II	-	-	-	-	-	-
Document Storage & Management	SRF-ARPA	I	-	100,000	-	-	-	-
Security Software	GF	I	55,000	-	-	-	-	-
Surveillance for PW/REC/Heffner	GF	II	20,000	-	-	-	-	-
Upgrade Network Switches and Router	ERR	I	9,000	40,000	-	-	-	-
Millennium Door Security & ID Software	ERR	I	75,000	-	-	-	-	-
Servers Infrastructure	ERR	I	-	74,194	-	-	-	-
Phone System Replacement	GF	I	10,000	-	-	-	-	-
Government Services Financial Software	ERR	I	-	-	-	-	-	92,607
TOTAL - INFORMATION TECHNOLOGY (\$)			183,000	214,194	-	-	-	92,607

Document Management System (DMS)

This amount is a placeholder for a future document management system that will likely require annual payments to be determined by the system that is selected and purchased. The system will be used by most departments with a heavy emphasis on Housing and Community Development and the Police Department.

Network Communications Equipment

The network communications equipment includes switches, routers, firewalls, and load balancing devices. This equipment provides staff with connectivity to on-site software applications and Internet services.

Server Hosting Infrastructure

Server Hosting Infrastructure consists of hardware systems needed to operate the City's software applications, file sharing, staff authentication, and data storage operations.

Capital Improvement Program

Police

POLICE	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Vehicles								
Police Patrol Cars (#287, 291, 296, 316) \$58,000/car	ERR	I	232,000		-	-	-	-
Police Patrol Cars (#293,294,295,288) \$60,900/car	ERR	I	-	243,600	-	-	-	-
Police SUVs (#300) \$60,900/car	ERR	I	-	60,900	-	-	-	-
Police Cars (#301,302,303,304,305,306,307) \$63,945/car	ERR	I	-	-	447,615	-	-	-
Parking Enforcement Van (#299)	ERR	I	-	-	-	30,500	-	-
Police K-9 Patrol Car (#337)	ERR	I	-	-	-	46,500	-	-
Police Patrol Cars (#308,309,310,311,312,314) \$66,692/car	ERR	I	-	-	-	466,844	-	-
Police Small Van (#313)	ERR	I	-	-	-	42,300	-	-
Police Transit Van (#315)	ERR	I	-	-	-	33,800	-	-
Police Truck (#322)	ERR	I	-	-	-	45,000	-	-
Police Cars (#323,324,325,326,327,328,329) \$70,026/car	ERR	I	-	-	-	-	490,182	-
Police Cars (#333, 334, 335, 336)	ERR	I	-	-	-	-	-	280,104
Police K-9 Patrol Car (#289)	ERR	I	-	-	-	-	-	53,551
Code Car - #269	ERR	III	-	-	-	-	-	39,000
Equipment								
Camera Trailer	SCF	II	32,000	33,000	-	-	-	-
Field Radio Equipment	GF	II	35,000	35,000	35,000	35,000	35,000	35,000
Mobile Computers	GF	I	50,000	150,000	25,000	25,000	25,000	25,000
Body Camera & Taser Replacement	ERR	I	11,184	-	32,154	-	32,154	40,317
License Plate Reader	GF	II	26,800	13,400	13,400	-	-	-
Bike Patrol Unit Equipment	SCF	II	18,000	18,000	6,000	6,000	6,000	6,000
TOTAL - POLICE (\$)			404,984	553,900	559,169	730,944	588,336	478,972

Camera Trailer

The FY22 budget includes \$33,000 in Speed Camera Funds for a mobile camera trailer. This trailer can be used for crime suppression and identification of suspects in targeted areas, specifically in areas of high number of thefts from auto; can be used during festivals and other special events; has capability to zoom in on suspicious activity.

Field Radio Equipment

\$35,000 is included for Field Radio Replacement. This is an ongoing expense to purchase new mobile radios, as needed, to replace aging or non-working radios, and to ensure we have spare radios for use while any radios are out of service for repairs.

Capital Improvement Program

Mobile Computers

The Police Department is including \$150,000 for Mobile Computers. The mobile computers currently being used are near or at their end of life and are losing functionality. Mobile Computers are used in the vehicles to write reports and citations, to use Computer Aided Dispatch and conduct other necessary work. They are necessary for the use of our Body Worn and In Car camera systems in order to properly categorize and tag videos to ensure proper retention. IT recommends replacing all MDTs this fiscal year.

License Plate Reader

The FY22 budget includes \$13,400 for the replacement of existing older License Plate Reader systems that have aging technology that are no longer compatible with newer systems.

Bike Patrol Unit Equipment

The budget also includes \$18,000 to purchase 4 new Police Mountain Bikes to replace older, aging bikes. It is also to purchase 2 Power Assisted Electric Bikes, and to replace associated equipment, such as uniforms, helmets, lights, parts and saddle bags.

Capital Improvement Program

Public Works

PUBLIC WORKS	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Vehicles								
Admin Vehicle (#262)	ERR	III	-	-	32,591	-	-	-
Pick Up Truck (#244)	ERR	III	41,500	-	-	-	-	-
Electric Street Sweeper	SW	I	-	273,000	-	-	-	-
Electric Street Sweeper	ERR	I	-	273,000	-	-	-	-
Pick Up Truck (#260)	ERR	III	-	45,489	-	-	-	-
Building Mnt Van (#285)	ERR	III	-	-	-	-	30,680	-
Trash Truck (#271, 272) \$315,000/truck	ERR	I	-	-	-	630,000	-	-
Dump Truck (#259)	ERR	III	-	-	-	-	-	168,150
Pick Up Truck (#223)	ERR	III	-	-	-	-	-	44,500
Equipment								
Leaf Boxes	ERR	III	5,376	5,376	-	-	-	6,764
Roadway Crackfilling Machine	ERR	III	45,000	45,000	-	-	-	-
Leaf Collection Vacuums	ERR	I	30,000	53,000	-	-	-	70,000
Elevator Replacement	ERR	III	54,255	-	-	-	-	-
Replace Riding Mower	ERR	III	-	13,200	-	-	-	-
Truck Tire Changer	ERR	III	17,326	17,326	-	-	-	-
Loader	ERR	III	-	200,038	-	-	-	-
Roll-Off Trailer	ERR	III	-	-	83,373	-	-	-
Vehicle Lift 2	ERR	III	-	11,000	-	-	-	-
Aerial Lift	ERR	III	-	-	48,439	-	-	-
Hook Lift Trailer	ERR	III	-	-	85,861	-	-	-
Transmission Fuel Exchanger	ERR	III	-	-	6,706	-	-	-
Vehicle Lift 1	ERR	III	-	-	14,065	-	-	-
Vehicle Bay Exhaust System	ERR	III	-	-	-	41,000	-	-
Regular Tire Changer	ERR	III	-	-	-	-	11,365	-
Emergency Generator MB rear	ERR	III	-	-	-	-	58,254	-
Genisys Master Diagnostic	ERR	III	-	-	-	-	-	5,000
Stationary Steam Cleaner	ERR	III	-	-	-	-	-	31,100
Fuel Dispensing Software & Equipment	ERR	III	-	-	-	-	40,575	-

Capital Improvement Program

PUBLIC WORKS	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Streets & Sidewalks								
ADA Sidewalk Retrofit - Total FY20 Cost \$500,000								
<i>City Sidewalks</i>	GF	II	166,800	200,000	300,000	300,000	-	-
<i>SHA Sidewalks</i>	GF	II	-	300,000	500,000	500,000	500,000	500,000
Ethan Allen Street Project Retainage	SRF	II	-	-	-	-	-	-
Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181								
Anticipate unspent funds will be rolled over from FY20 to FY21								
<i>City Fund</i>	Bond	II	1,000,000	-	-	-	-	-
<i>City Match</i>	GF	II	146,909	-	-	-	-	-
<i>Montgomery County</i>	SRF	II	-	-	-	-	-	-
<i>National Fish & Wildlife Federation Grant</i>	SW	II	-	-	-	-	-	-
<i>SHA</i>	GF	II	-	-	-	-	-	-
<i>TAP</i>	SRF	II	540,330	-	-	-	-	-
<i>WSSC</i>	SRF	II	300,328	-	-	-	-	-
<i>CDBG</i>	SRF	II	-	-	-	-	-	-
Lincoln Project (Retainage for Sidewalk)	SRF	II	16,505	-	-	-	-	-
New Sidewalk Design/Construction & Traffic Calming	GF	II	100,000	250,000	500,000	500,000	500,000	500,000
Street Light Upgrade	GF	III	-	20,000	20,000	20,000	20,000	20,000
Heffner Comm Center Plaque & Jackson-Boyd Park Sign	GF	I	-	10,000	-	-	-	-
Street Rehabilitation	GF	I	-	500,000	500,000	500,000	500,000	500,000
Building Facilities								
Phase 2 Facility Design	GF	III	-	-	-	-	150,000	-
Phase 2 Construction	GF	III	-	-	-	-	-	850,000
Community Center								
Atrium Floor Construction	FMR	I	-	200,000	600,000	-	-	-
Chiller Water Pump	ERR	III	-	-	-	-	-	-
HVAC Control System	FMR	III	28,300	40,000	-	-	-	-
Epoxy Coat Walkway and LL Parking area	FMR	III	-	-	15,000	-	-	18,000
Lobby Doors	FMR	III	11,000	-	-	-	-	-
Police Department Renovation	FMR	II	-	-	-	-	-	-
Police Department Construction	GF	II	-	-	-	1,250,000	1,250,000	-
Third Floor Renovation (IT and Cable)								
<i>City Fund</i>	FMR	I	-	-	75,000	-	-	-
<i>Cable Grant</i>	SRF	I	-	-	125,000	-	-	-
Emergency Generator Community Center rear	ERR	III	-	-	-	-	58,254	-
SUBTOTAL - PUBLIC WORKS (\$)			2,503,629	2,456,429	2,906,035	3,741,000	3,119,128	2,713,514

Capital Improvement Program

PUBLIC WORKS	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Stormwater Management								
Grant Ave and Holly Ave Bioretention Facility	SW	III	30,000	-	-	-	-	-
Takoma Branch Stream Restoration - Phase 2	SW	III	204,000	-	-	-	-	-
Sligo Mill Dead End Erosion Control	SW	III	70,000	-	-	-	-	-
13th and Hillwood Manor Playground	SW	III	-	55,000	-	-	-	-
Cockerville Ave Pipe Realignment	SW	III	-	45,000	-	-	-	-
Glenside Dr and Carroll Ave	SW	III	-	-	40,000	-	-	-
Jefferson Ave Bio Retention Facility	SW	III	-	-	45,000	-	-	-
Albany and Baltimore Ave SW Treatment	SW	III	-	-	70,000	-	-	-
Houston Ave SW Treatment	SW	III	-	-	80,000	-	-	-
Parkview Apts Front Lot Bioretention	SW	III	-	-	45,000	-	-	-
Essex Parking Lot at Maple	SW	III	-	-	-	45,000	-	-
Flower Ave & Cherry Ave Outfall Stabilization	SW	III	-	-	-	40,000	-	-
Franklin Apt Bio Swale	SW	III	-	-	-	65,000	-	-
Gude Ave and Popular Ave Erosion Control	SW	III	-	-	-	40,000	-	-
Prince Georges area run-off control on private property	SW	IV	-	-	-	-	200,000	-
Takoma Branch Stream Restoration - Phase 2	SW	IV	-	-	-	-	-	200,000
SUBTOTAL - STORMWATER MANAGEMENT (\$)			304,000	100,000	280,000	190,000	200,000	200,000
TOTAL - PUBLIC WORKS (\$)			2,807,629	2,556,429	3,186,035	3,931,000	3,319,128	2,913,514

Electric Street Sweeper

The Fiscal 2022 budget includes \$546,000 for replacement of the street sweeper. The new model will be electric, replacing the prior diesel-powered unit which was purchased in 2011. The sweeper plays a critical role in reducing pollution to nearby creeks and streams by removing sediment and debris from the roadway. The funds for the project have been split between the Equipment Replacement Reserve and the Stormwater Fund, due to the high cost of the vehicle.

Replacement of Pick-up Truck for Vegetation Maintenance Division

The Fiscal 2022 budget includes \$45,489 from the Equipment Replacement Reserve for the replacement of the 2009 F250 pick-up truck assigned to the Vegetation Management Division.

Replacement of Leaf Collection Box

The Fiscal 2022 budget includes \$5,376 from the Equipment Replacement Reserve for the replacement of a leaf box purchased in 2012. The box is one of 6 used for leaf collection.

Capital Improvement Program

Replacement of Crack Filling Machine

The Fiscal 2022 budget includes \$45,000 from the Equipment Replacement Reserve for the replacement of the 2003 Crack Filling Machine used for roadway repair.

Replacement of Leaf Collection Vacuum

The Fiscal 2022 budget includes \$53,000 from the Equipment Replacement Reserve for the replacement of the 2012 leaf collection vacuum. The vacuum is one of 6 used for leaf collection.

Replacement of Riding Mower

The Fiscal 2022 budget includes \$13,200 from the Equipment Replacement Reserve for the replacement of the 2010 riding mower. Staff is hoping to purchase an electric powered version.

Replacement of Truck Tire Changer

The Fiscal 2022 budget includes \$17,326 from the Equipment Replacement Reserve for the replacement of the 2009 truck tire changer used by the Vehicle Maintenance Division.

Replacement of Loader

The Fiscal 2022 budget includes \$200,038 from the Equipment Replacement Reserve for the replacement of the 2007 Loader.

Replacement of Vehicle Lift 2

The Fiscal 2022 budget includes \$11,000 from the Equipment Replacement Reserve for the replacement of one of the two vehicle lifts in the Vehicle Maintenance Shop.

ADA Compliance Repairs to City Sidewalks

The Fiscal 2022 budget includes \$200,000 from the General Fund for the replacement of non-compliant sidewalks and curb ramps along City streets. This project began in 2010 to address walkability and pedestrian safety issues on all City sidewalks. The project is anticipated to be completed in Fiscal Year 2024.

ADA Compliance Repairs to State Road Sidewalks

The Fiscal 2022 budget includes \$300,000 from the General Fund for the replacement of non-compliant sidewalks and curb ramps along State Highways. This project began in 2019 to continue the City's efforts to address walkability and pedestrian safety issues on sidewalks. The project is anticipated to be take approximately 10 years, depending on annual funding levels.

New Sidewalk Design & Traffic Calming

The Fiscal 2022 budget includes \$250,000 from the General Fund for the design and construction of new sidewalks and traffic calming projects. The projects in the queue include:

Traffic Calming and Sidewalks:

Kansas Lane - One Way between Cockerille Ave and Allegheny Ave,
Larch Ave, Hopewell Ave and Kentland Ave.

Capital Improvement Program

Sidewalk Requests:

Maple Ave – 7900 block
Domer Avenue

Traffic Calming Requests:

4th Avenue – 6400 & 6500 blocks
Central Avenue – 7600 block
Takoma Avenue 7900 block
Hayward Avenue

Street Light Upgrades

The Fiscal 2022 budget includes \$20,000 from the General Fund to address requests for new street lights or changes to existing streetlights. Pepco owns and maintains the streetlights in the City.

Street Rehabilitation

The Fiscal 2022 budget includes \$500,000 from the General Fund for the resurfacing of City roadways. The Department selects candidates for resurfacing based on pavement condition rating. Pavement condition ratings are performed every 6 or 7 years.

Atrium Floor Construction

The Fiscal 2022 budget includes \$200,000 from the Facility Maintenance Reserve for a portion of the renovation of the Dispatch area of the Police Department and the close in of the Atrium opening between the lower level and first floor in the Community Center. The expected budget is \$800,000 and the project is split between FY22 and FY23. This project is considered crucial to providing adequate work space for the Dispatch and Administrative area of the Police Department and will provide a much more user friendly and secure Police lobby area.

Community Center HVAC System Automation

The Fiscal 2022 budget includes \$40,000 from the Facility Maintenance Reserve for the installation of HVAC controls for the third floor of the Community Center. This is the last phase of a multi-year automation project.

Stormwater Project – 13th Avenue and Hillwood Manor Playground

The Fiscal 2022 budget includes \$55,000 from the Stormwater Fund towards the construction of a stormwater treatment facility at this location. The City has partnered with Montgomery Parks on the playground renovation of this park. As a part of that project, the City has developed the design plans for the stormwater treatment facility which will also include the replacement of an existing storm drain pipe. The City's contribution represents a smaller portion of the cost for the project.

Stormwater Project – Cockerille Avenue Pipe Realignment

The Fiscal 2022 budget includes \$45,000 from the Stormwater Fund towards relocation of a storm drain inlet and pipe which currently runs from upper Cockerille Avenue, near Spring Park, under adjacent properties and ties into Spring Avenue. The project will install a new pipe and inlet structure within the right of way and abandon the line that runs under private property.

Capital Improvement Program

Recreation

RECREATION	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Vehicles								
Recreation Bus Large (#242)	ERR	II	-	-	78,136	-	-	-
Recreation Bus (SAB)(#268)	ERR	II	-	-	-	62,733	-	-
Equipment								
Treadmills	ERR	III	-	-	-	7,338	-	6,400
Elliptical	ERR	III	-	-	6,600	-	-	-
Active Arcade Game - Game Room	ERR	IV	-	-	-	6,500	-	-
Other								
Rec Programming Software - ActiveNetwork	ERR	II	-	-	-	60,000	-	-
Gym Floor Repair	FMR	II	-	10,000	-	-	-	-
TOTAL - RECREATION (\$)			-	10,000	84,736	136,571	-	6,400

Recreation Center Gym Floor

The FY22 Budget includes \$10,000 to get the gym floor of the Recreation Center repaired. The current gym floor has “dead spots” (caused by flooding) in several locations throughout the floor. The spots would need to be repaired to preserve the integrity of the surface and to ensure no further damage to the floor.

Capital Improvement Program

Housing & Community Development

HOUSING & COMMUNITY DEVELOPMENT	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Community Improvement								
<i>CDBG - Houston Court</i>	SRF	I	91,000	91,000	-	-	-	-
<i>CDBG - ADA Sidewalks</i>	SRF	I	-	91,000	-	-	-	-
Bike Improvements	GF	II	50,000	40,000	40,000	40,000	40,000	40,000
Bus Shelter Improvements	GF	II	60,000	40,000	40,000	40,000	40,000	40,000
ADA Compliance Site Improvements for Bus Shelters	GF	I	40,000	-	-	-	-	-
Public Art	GF	IV	49,000	-	-	-	-	-
Public Land Management Plan Implementation	GF	II	40,000	40,000	-	-	-	-
<i>New Hampshire Ave Bikeway Design Section A 22-23 & Section B</i>								
<i>City Fund</i>	GF	I	38,000	80,000	18,000	-	-	-
<i>Grant A</i>	SRF	I	475,000	320,000	72,000	-	-	-
<i>Grant B</i>	SRF	I	152,000	-	-	-	-	-
Takoma Park Economic Development Project								
<i>City Fund</i>	GF	III	-	-	175,000	-	-	-
Neighborhood Commercial Center Improvements	GF	I	50,000	-	150,000	175,000	-	-
Façade Grant-City Match	GF-ARPA	I	-	8,000	-	-	-	-
Façade Grant-City Match	GF	I	-	50,000	-	-	-	-
Façade Grant-Maryland Dept of Housing and Community Development	SRF	I	-	100,000	-	-	-	-
TOTAL - HOUSING & COMMUNITY DEVELOPMENT (\$)			1,045,000	860,000	495,000	255,000	80,000	80,000

CDBG – Houston Court

The FY22 budget includes \$91,000 in Community Development Block Grant funds for improvements on Houston Court for various public infrastructure and sustainability improvements. Specific projects, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements.

CDBG – ADA sidewalks

The FY22 budget includes \$91,000 in Community Development Block Grant funds for ADA streetscape improvements in CDBG eligible areas. Specific project sites, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements.

Capital Improvement Program

Bike Improvements

The FY22 budget includes \$40,000 for bike infrastructure like bike racks, sharrows, bike lanes, repair stations and signage as well as bike activities such as Bike to Work. Bike infrastructure is part of the City's climate change efforts and race equity considerations. The budget amount has been increased to include public art to align with the Council-approved Public Art plan.

Bus Shelters

The FY22 budget includes \$40,000 to continue to improve bus stops in the City in order to encourage use of public transportation to address the City's climate action and equity goals. In some cases, site improvements are required for ADA compliance prior to the installation of bus shelters. The budget amount has been increased to include public art to align with the Council-approved Public Art plan.

New Hampshire Ave Bikeways – Design Section A – 100%

The FY22 budget includes \$400,000 – 80% is grant funds and 20% is City funds. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section A, from Holton Lane to Auburn Avenue.

Public Land Management Plan Implementation

The FY22 allocation of \$40,000 will be used to improve parklets, playground equipment, trails or other means of expanding the options to underserved populations in the City.

Façade Improvement Grant

The Façade Improvement Grant is targeted for the upgrade and beautification of small businesses along the New Hampshire Avenue Corridor. The Grant is funded in part by Maryland DHCD and contains a match from the City. All additional fees originally envisioned to be paid for by the businesses as a match have been waived and will be covered by the City ARPA funds in an amount not to exceed \$8,000. Improvements could include signage, lighting, doors, windows and outdoor amenities.

Capital Improvement Program

Communications

COMMUNICATIONS	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Equipment & Software								
Auditorium Digital Video & Touch Panel System	SRF	I	-	-	5,000	-	-	5,000
Auditorium Camera System	SRF	III	-	-	120,000	-	-	-
Council Dais	SRF	II	25,000	-	-	-	-	-
Council Dias	SRF	III	-	-	50,000	-	-	-
Auditorium Lighting	SRF	I	-	-	15,000	-	-	15,000
Control Room Switcher	SRF	I	-	-	15,000	-	-	-
CableTV 13 Editing & Playback Servers	SRF	I	-	165,000	-	-	-	-
Closed Captioning	SRF	I	25,000	20,000	-	-	-	-
ASL or CART Interpretation for Council Meetings	SRF	I	-	10,000	60,000	-	-	-
TOTAL - COMMUNICATIONS (\$)			50,000	195,000	265,000	-	-	20,000

Cable Equipment

FY22 Budget includes \$200,000 in Cable Equipment from the Cable Grant. This will cover the upgrade and relocation of channel automation, bulletin board and digital signage servers. It will also cover smaller equipment mainly aim to improve lighting in remote productions and in the auditorium.

Capital Improvement Program

Library

LIBRARY	Fund	Priority	FY 21 Adj	FY 22	FY 23	FY 24	FY 25	FY 26
Facilities								
Library Detail Design, Relocation, & Construction-Total FY20 Cost \$800,000								
<i>City Fund</i>	Bond	I	3,851,400	4,550,479	1,800,000	-	-	-
Library State Grant	SRF	I	300,000	226,698	-	-	-	-
<i>Cable Grants</i>	SRF	I	-	-	2,500,000	-	-	-
Software								
Userful Hardware, Software, & Support	ERR	I	24,855	-	-	-	-	-
TOTAL - LIBRARY (\$)			4,176,255	4,777,177	4,300,000	-	-	-

Library Design, Relocation, and Construction.

The City was awarded \$7 million in state bond funding in Fiscal 2018 for the concept design, detailed design development, construction of a renovated and expanded Library, and relocation of collections and services during construction. The City was also awarded \$300,000 in state grants in 2017 and 2020. The Library demolition and construction is expected to begin in the fall of 2021 but not finish in Fiscal 2022; from those two funding sources, \$4,777,177 is budgeted for construction activities planned for Fiscal 2022.

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- Community Center Bond 2015 318
- Infrastructure Bond 2017 319
- Library Bond 2017 320

Overview:

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

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

Community Center Bond 2015 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2021 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	161,000	21,980	182,980
2023	166,000	17,150	183,150
2024	171,000	12,170	183,170
2025	<u>176,000</u>	<u>7,040</u>	<u>183,040</u>
Total	<u>\$674,000</u>	<u>\$58,340</u>	<u>\$732,340</u>

Community Legacy Loan Agreement:

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

Transportation Bond 2017 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2021 are as follows:

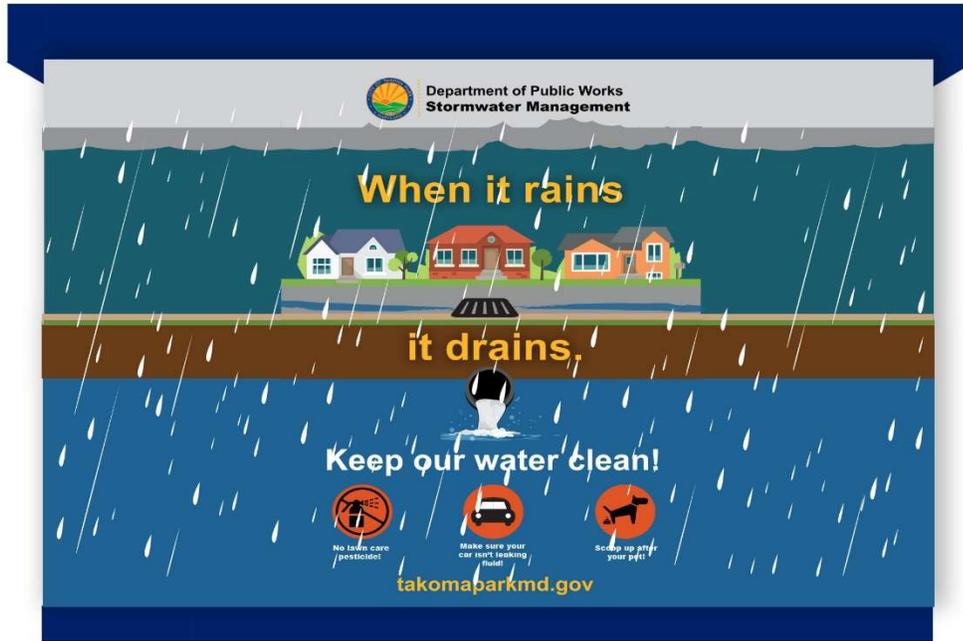
<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	124,500	41,943	166,443
2023	127,000	39,391	166,391
2024	129,500	36,787	166,287
2025	132,000	34,133	166,133
2026	135,000	31,143	166,143
2027-2032	<u>897,000</u>	<u>100,679</u>	<u>997,679</u>
Total	<u>\$1,545,000</u>	<u>\$284,076</u>	<u>\$1,829,076</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, 2021 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	166,500	222,898	389,398
2023	169,000	219,484	388,484
2024	173,500	216,020	389,520
2025	175,500	212,463	387,963
2026	178,500	208,488	386,988
2027-2047	<u>5,528,500</u>	<u>2,636,331</u>	<u>8,164,831</u>
Total	<u>\$6,391,500</u>	<u>\$3,715,684</u>	<u>\$10,107,184</u>



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- Fund Summary

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Stormwater Management Fund Summary

Fund Overview:

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

All property owners in the City pay a stormwater utility fee that is based on the amount of impervious surface on their property. The City Council has revised the fee structure for FY22. Previously, single family properties were billed a flat rate based on the average amount of impervious area on those property types and multi-family and non-residential properties were billed based on their actual impervious area. As of FY22, all properties will be billed using the same fee structure. The fee has a base rate of \$25 per 500 square feet of impervious surface.

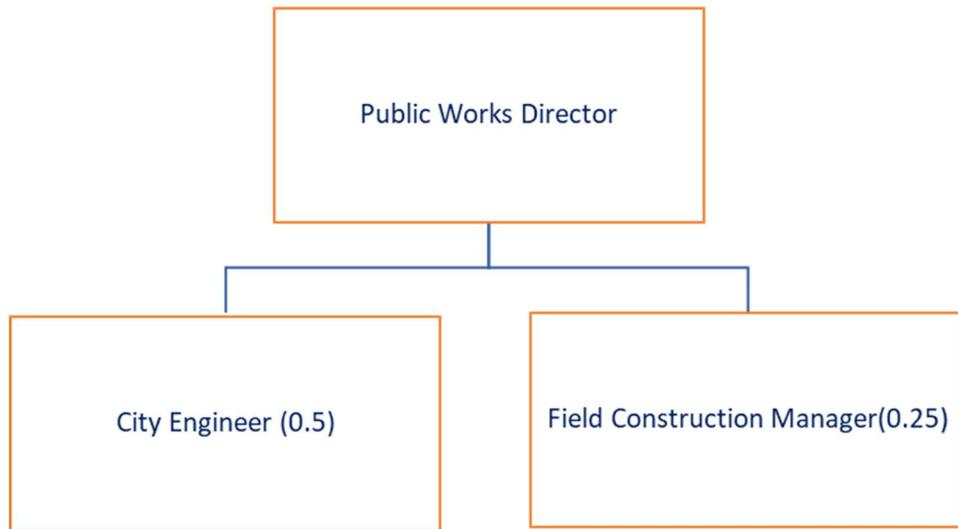
Management Objectives:

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

Performance/Workload Measures:

Measurement	Actual FY19	Actual FY20	Estimated FY21	Projected FY22
Number of stormwater permits issued	2	1	4	3
Number of stormwater concept plans reviewed	3	3	10	5
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	8,859	7,463	10,000	9,000
Linear feet of pipe cleaned	4,452	5,502	4,500	4,500
Linear feet of pipe replaced	0	0	560	200
Linear feet of new pipe	2,349	1,112	220	650
Number of inlets repaired	12	26	8	10
Number of new inlets constructed	17	18	0	9
Square feet of infiltration facilities constructed	3,056	1,684	8,074	2,500

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Stormwater 0030							
City Engineer	126	58,958.90	58,406.75	0.50	0.50	0.50	-
Public Works Projects Coordinator	119	-	-	0.40	-	-	-
Field Construction Manager	119	19,736.29	19,554.37	0.25	0.25	0.25	-
Total Stormwater FTE		78,695.19	77,961.12	1.15	0.75	0.75	-
FTEs with benefits		78,695.19	77,961.12	1.15	0.75	0.75	-
FTEs without benefits		-	-	-	-	-	-
Total Stormwater FTE		78,695.19	77,961.12	1.15	0.75	0.75	-

Stormwater Management Fund Summary

<i>Fund Revenues (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
<i>Stormwater Management</i>	707,509	598,300	591,420	704,500	106,200	17.75%
<i>National Fish & Wildlife</i>	2,350	-	-	-	-	-
<i>Fund Total</i>	709,859	598,300	591,420	704,500	106,200	17.75%

<i>Fund Expenditures (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
<i>Stormwater Management</i>	595,477	930,696	823,713	908,126	(22,570)	(2.43%)
<i>National Fish & Wildlife</i>	2,350	-	-	-	-	-
<i>Fund Total</i>	597,827	930,696	823,713	908,126	(22,570)	(2.43%)

<i>Fund Expenditures</i> <i>by TYPE (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
<i>Wages</i>	90,378	78,696	67,065	77,961	(735)	(0.93%)
<i>Fringe Benefits</i>	39,543	30,000	20,000	32,565	2,565	8.55%
<i>Overtime</i>	38	-	-	-	-	-
<i>Workers Compensation</i>	3,000	2,000	2,000	2,000	-	-
<i>Personnel Subtotal</i>	132,959	110,696	89,065	112,526	1,830	1.65%
<i>Supplies</i>	121,757	232,000	229,603	220,000	(12,000)	(5.17%)
<i>Services and Charges</i>	123,233	284,000	206,650	202,600	(81,400)	(28.66%)
<i>Capital Outlay</i>	219,878	304,000	298,395	373,000	69,000	22.70%
<i>Operating Exp Subtotal</i>	464,868	820,000	734,648	795,600	(24,400)	(2.98%)
<i>Fund Total</i>	597,827	930,696	823,713	908,126	(22,570)	(2.43%)

Stormwater Management Fund Summary

Adjusted to Estimated Actual FY21:

- *Expenditures are expected to be \$106,983 lower than budgeted, a decrease of 11.5 percent.*
- *The reduction is due to lower than anticipated personnel costs and contractual engineering support.*

FY22 Budget Highlights:

- *Fund expenditures are \$22,570 lower – a decrease of 2.4 percent – compared to budgeted expenditures for FY21.*
- *The budgetary decrease is due to reduced engineering services support and lower projected costs for planned projects. The FY21 operating budget was higher as a result of the carryover of funds due to delays in completion of planned projects.*
- *Approximately 12 percent of fund expenditures are personnel related and include 1/2 FTE of the City Engineer and 1/4 FTE of the Construction Manager.*
- *Supplies represent 24 percent of fund expenditures. Included are repairs for existing facilities.*
- *Services and charges represent about 22 percent of expenditures and include illicit discharge monitoring, video inspection of a portion of the storm drain system, pipe and inlet cleaning, water quality testing, contractual maintenance of the bioretention facilities and specialized engineering support services.*
- *Capital expenditures total 41 percent of fund expenditures. Projects planned for FY22 include pipe realignment of the storm drain system on Cockerille Avenue and Spring Avenue, contribution towards the cost of the stormwater facility installation as part of the Montgomery Parks Hillwood Manor playground renovation, and replacement of the street sweeper with an electric powered model. Funding for half of the cost of the sweeper is included in the stormwater fund and the other half in the Equipment Replacement Reserve.*



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- Project Descriptions 328
- Fund Summary 331

Project Descriptions

General Government

Cable Equipment Grants **\$230,000**

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

The FY22 budget includes \$200,000 in Cable Equipment from the Cable Grant. This will cover the upgrade and relocation of channel automation, bulletin board and digital signage servers. It will also cover smaller equipment mainly aim to improve lighting in remote productions and in the auditorium.

Housing and Community Development

CDBG – Houston Court **\$91,000**

The FY22 budget includes \$91,000 in Community Development Block Grant funds for improvements on Houston Court for various public infrastructure and sustainability improvements. Specific projects, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements.

CDBG – ADA sidewalks **\$91,000**

The FY22 budget includes \$91,000 in Community Development Block Grant funds for ADA streetscape improvements in CDBG eligible areas. Specific project sites, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements.

New Hampshire Ave Bikeways – Design Section A – 100% **\$320,000**

The FY22 budget includes \$400,000 – 80% is grant funds and 20% is City funds. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section A, from Holton Lane to Auburn Avenue.

Safe Routes to School TPIP \$52,265

\$41,812

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

TKPK 5K Challenge \$45,000

\$45,000

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

Façade Improvement Grant

\$100,000

The Façade Improvement Grant is targeted for the upgrade and beautification of small businesses along the New Hampshire Avenue Corridor. The Grant is funded in part by Maryland DHCD and contains a match from the City. All additional fees originally envisioned to be paid for by the businesses as a match have been waived and will be covered by the City ARPA funds in an amount not to exceed \$8,000. Improvements could include signage, lighting, doors, windows and outdoor amenities.

Library Grant

\$226,698

The City was awarded \$7 million in state bond funding in Fiscal 2018 for the concept design, detailed design development, construction of a renovated and expanded Library, and relocation of collections and services during construction. The City was also awarded \$300,000 in state grants in 2017 and 2020. The Library demolition and construction is expected to begin in the fall of 2021 but not finish in Fiscal 2022; from those two funding sources, \$4,777,177 is budgeted for construction activities planned for Fiscal 2022.

Project Descriptions

Information Technology

Document Storage and Management System (DMS)

\$100,000

The FY22 budget includes \$100,000 for a new Document Storage and Management System funded by the SRF – ARPA. The system will likely require annual payments, to be determined by the type that is selected and purchased. The system will be used by most departments to reduce administrative burden and eliminate manual processes with an emphasis on Housing and Community Development.

Special Revenue Fund Summary

Fund Revenues (\$)	Actual FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj FY21-FY22	Change (%) Adj FY21-FY22
Cable Equipment	204,697	191,000	191,000	177,500	(13,500)	(7.07%)
CDBG-ADA Sidewalk	259,350	-	-	91,000	91,000	-
CDBG-Houston Court	-	91,000	-	91,000	-	-
Community Change - America Walks	1,000	-	500	-	-	-
Federal Stimulus-ARPA	-	-	-	6,208,100	6,208,100	-
Flower Ave - Montgomery	200,000	-	-	-	-	-
FY20 Census Grant	6,750	1,000	750	-	(1,000)	(100.00%)
Maryland Citizens for the Arts	-	2,946	2,946	-	(2,946)	(100.00%)
MD Crime Intel Network	1,040	-	-	-	-	-
New Ave Bikeway - Section A	167,528	475,000	37,769	320,000	(155,000)	(32.63%)
New Ave Bikeway - Section B	35,764	152,000	152,000	-	(152,000)	(100.00%)
Safe Routes To School – GY F & G	9,386	16,505	16,505	-	(16,505)	(100.00%)
Safe Routes To School – TPIP	-	20,816	19,060	41,812	20,996	100.86%
State Facade Grant	-	-	-	100,000	100,000	-
State Grant - Library Construction	-	300,000	73,302	226,698	(73,302)	(24.43%)
Takoma Park Foundation Grant	-	-	1,645	1,645	1,645	-
TKPK 5K Race	8,266	45,000	15,000	45,000	-	-
Transportation Grants	967,771	540,330	540,330	-	(540,330)	(100.00%)
WSSC-Flower Ave Green St	2,356,705	300,328	300,328	-	(300,328)	(100.00%)
Fund Total (\$)	4,218,258	2,135,925	1,351,135	7,302,755	5,166,830	241.90%

Fund Expenditures (\$)	Actual FY20	Adjusted FY21	Projected FY21	Adopted FY22	Change (\$) Adj FY21-FY22	Change (%) Adj FY21-FY22
Cable Grant	169,352	109,100	59,500	230,000	120,900	110.82%
CDBG-ADA Sidewalk	259,350	-	-	91,000	91,000	-
CDBG-Houston Court	-	91,000	-	91,000	-	-
Community Change - America Walks	1,000	1,000	500	-	(1,000)	(100.00%)
Federal Aid ARPA- Expenditure	-	-	-	100,000	100,000	-
Flower Ave - Montgomery	200,000	-	-	-	-	-
FY20 Census Grant	6,750	1,000	750	-	(1,000)	(100.00%)
Lincoln Ave Project	9,386	16,505	16,505	-	(16,505)	(100.00%)
Maryland Citizens for the Arts	-	2,946	2,946	-	(2,946)	(100.00%)
MD Crime Intel Network	1,040	-	-	-	-	-
New Ave Bikeway - Section A	167,528	475,000	37,769	320,000	(155,000)	(32.63%)
New Ave Bikeway - Section B	35,764	152,000	152,000	-	(152,000)	(100.00%)
Safe Routes To School – TPIP	-	20,816	19,060	41,812	20,996	100.86%
State Facade Grants	-	-	-	100,000	100,000	-
State Grant - Library Construction	-	300,000	73,302	226,698	(73,302)	(24.43%)
TKPK 5K Race	8,266	45,000	15,000	45,000	-	-
Transportation Grants	967,771	540,330	540,330	-	(540,330)	(100.00%)
WSSC-Flower Ave Reimbursement	2,356,705	300,328	300,328	-	(300,328)	(100.00%)
Fund Total (\$)	4,182,912	2,055,025	1,217,990	1,245,510	(809,515)	(39.39%)

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Sligo Creek

IN THIS SECTION:

- Fund Summary

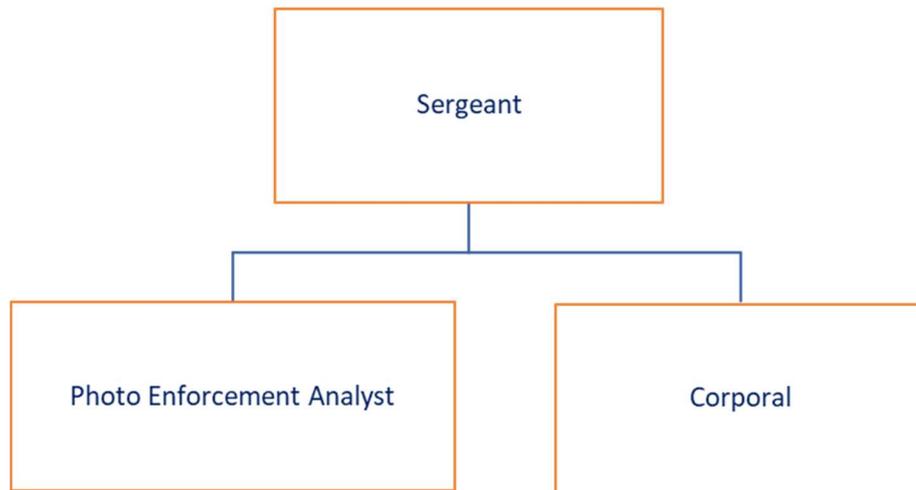
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Speed Camera Fund Summary

Fund Overview:

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

Organizational Chart



Personnel Schedule

Personnel Staffing	Grade	FY21 Original Projected Salaries	FY22 Salaries	Actual FY20	Adjusted FY21	Adopted FY22	Change Adj. FY21-FY22
Speed Camera 0060							
Police Sergeant	122	78,711.27	81,584.81	1.00	1.00	1.00	-
Police Corporal	119	78,945.15	78,217.45	-	1.00	1.00	-
Police Officer	117	-	-	1.00	-	-	-
Photo Enforcement Analyst	112	56,948.32	56,421.62	1.00	1.00	1.00	-
Total Speed Camera FTE		214,604.74	216,223.88	3.00	3.00	3.00	-
FTEs with benefits		214,604.74	216,223.88	3.00	3.00	3.00	-
FTEs without benefits		-	-	-	-	-	-
Total Speed Camera FTE		214,604.74	216,223.88	3.00	3.00	3.00	-

Speed Camera Fund Summary

<i>Fund Revenues (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
Speed Camera Fund	922,022	790,000	705,000	801,000	11,000	1.39%
Fund Total	922,022	790,000	705,000	801,000	11,000	1.39%

<i>Fund Expenditures (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
Speed Camera Fund	892,998	814,328	837,200	874,762	60,434	7.42%
Fund Total	892,998	814,328	837,200	874,762	60,434	7.42%

<i>Fund Expenditures by TYPE (\$)</i>	<i>Actual</i> <i>FY20</i>	<i>Adjusted</i> <i>FY21</i>	<i>Projected</i> <i>FY21</i>	<i>Adopted</i> <i>FY22</i>	<i>Change (\$)</i> <i>Adj FY21-</i> <i>FY22</i>	<i>Change (%)</i> <i>Adj FY21-</i> <i>FY22</i>
Wages	155,508	214,605	185,775	216,224	1,619	0.75%
Fringe Benefits	115,054	132,481	130,562	130,488	(1,993)	(1.50%)
Workers Compensation	30,000	22,000	22,000	22,000	-	-
Overtime	38,362	20,000	20,000	20,000	-	-
Clothing Allowance	3,123	4,550	4,550	4,550	-	-
Employee Recognition	2,560	-	300	1,500	1,500	-
Personnel Subtotal	344,608	393,636	363,187	394,762	1,126	0.29%
Supplies	254	500	500	500	-	-
Services and Charges	500,600	362,192	415,513	420,500	58,308	16.10%
Safety Projects	4,700	8,000	8,000	8,000	-	-
Capital Outlay	42,837	50,000	50,000	51,000	1,000	2.00%
Operating Exp Subtotal	548,391	420,692	474,013	480,000	59,308	14.10%
Fund Total	892,998	814,328	837,200	874,762	60,434	7.42%

Speed Camera Fund Summary

Adjusted to Estimated Actual FY21:

- *Fund expenditures are expected to be \$22,872 more than budgeted.*
- *The variance is partially attributable to an increase in contract charges due to service charges for credit card payments.*

FY22 Budget Highlights:

- *Fund expenditures are \$874,762 – an increase of 7.42% – compared to budgeted expenditures for FY21.*
- *Fund FTEs remain unchanged.*
- *Personnel costs represent 45 percent of fund expenditures.*
- *Services and charges represent about 48% 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.*
- *Capital Outlay expenditures are budgeted at \$51,000 and represent approximately 5.8% of fund expenditures. Funding is provided for the acquisition of police equipment items, including replacement of Police Mountain bikes and the purchase of electric assist Patrol Bicycles (\$18,000), and the purchase of a portable camera trailer (\$33,000).*



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- Glossary 346
- Ordinances 350

Personnel Grade, Title & Steps

Grade	Department	Position Title	Grade Minimum	Market	Grade Maximum
105*			\$31,915	\$37,340	\$50,633
	Police	Crossing Guard**			
106			\$33,511	\$39,207	\$53,165
	Library	Library Shelver**			
	Public Works	Custodian*			
107			\$35,186	\$41,168	\$55,823
	Public Works	Sanitation Technician*			
109			\$38,793	\$45,387	\$61,545
	Public Works	Garden Maintenance Technician*			
	Public Works	Right of Way Maintenance Technician*			
110			\$40,732	\$47,657	\$64,623
	Finance	Accounting Assistant			
	Public Works	Custodial Crew Leader			
	Public Works	Equipment Operator			
	Public Works	Sanitation Driver			
111			\$42,769	\$50,040	\$67,854
	Recreation	Customer Service and Passport Technician			
	Various Departments	Administrative Assistant			
112			\$44,907	\$52,542	\$71,246
	City Clerk	Records Specialist			
	Police	Parking Enforcement Officer			
	Police	Photo Enforcement Analyst			
	Public Works	Right of Way Crew Leader			
113			\$47,153	\$55,169	\$74,809
	Finance	Sr. Accounting Assistant			
	Police	Property & Evidence Clerk			
	Police	Police Records Assistant			
	Police	Police Communications Officer			
114			\$49,510	\$57,927	\$78,549
	City Clerk	Assistant City Clerk			
	Library	Instructional Library Associate			
	Library	Library Associate			
	Police	Police Cadet			
	Police	Code Enforcement Officer			
	Public Works	Building Maintenance Specialist			
	Public Works	Mechanic			
115			\$51,986	\$60,824	\$82,477
	Communications	Audio Visual Specialist			
	Finance	Payroll & Accounting Specialist			
	General Administration	Executive Assistant			
	Housing & Community Development	Licensing Specialist			
	Police	Crime Analyst			
	Police	Executive Assistant/Public Information Officer			
	Police	Logistics & Payroll Specialist			
	Recreation	Recreation Programs Coordinator			
	Recreation	Recreation Specialist**			

Personnel Grade, Title & Steps

Grade	Department	Position Title	Grade Minimum	Market	Grade Maximum
116			\$54,585	\$62,865	\$86,601
	Housing & Community Development	Arts Coordinator**			
	Housing & Community Development	Housing Specialist			
	Housing & Community Development	Landlord Tenant Mediator			
	Housing & Community Development	Special Projects Coordinator - HCD**			
	Human Resources	Human Resources Coordinator			
	Police	Sr. Code Enforcement Officer			
	Police	Sr. Police Communications Officer			
117			\$57,314	\$67,058	\$90,931
	Finance	Accounting Supervisor			
	Human Resources	Human Resources Generalist			
	Police	Police Recruit			
	Police	Police Private			
	Police	Victim/Witness Coordinator			
	Recreation	Recreation Supervisor			
118			\$60,180	\$70,411	\$95,477
	Housing & Community Development	Grants Coordinator**			
	Library	Librarian			
	Police	Police Private First Class (6% increase over min)			
	Public Works	Urban Forest Manager			
119			\$63,189	\$73,931	\$100,251
	Finance	Budget Specialist			
	Housing & Community Development	Planner			
	Police	Emergency & Policy/Procedures/Resources Manager			
	Police	Police Corporal			
	Public Works	Construction Manager			
	Public Works	Public Works Project Coordinator			
	Public Works	Right of Way Supervisor			
	Public Works	Sanitation Supervisor			
	Public Works	Vegetation Manager			
120			\$66,349	\$77,628	\$105,263
	Communications	Media Specialist			
	Information Systems	Application & Hardware Administrator			
	Information Systems	Systems Administrator			
	Public Works	Equipment Maintenance Supervisor			
	Public Works	Facility Maintenance Supervisor			
121			\$69,666	\$81,509	\$110,527
	Communications	Video Production Manager			
	Information Systems	Sr. Network Engineer			
122			\$73,149	\$85,585	\$116,053
	Finance	Budget & Accounting Manager			
	Library	Library Manager - Children & Young Adult Services			
	Library	Library Manager - Public Services			
	Library	Library Manager - Tech Services			
	Police	Neighborhood Services Team Manager			
	Police	Police Sergeant			
	Public Works	Sustainability Manager			
	Recreation	Recreation Programs Manager			

Personnel Grade, Title & Steps

Department	Position Title	Grade Minimum	Market	Grade Maximum
124		\$80,647	\$94,357	\$127,948
Housing & Community Development	Community Development Manager - Economic Development			
Housing & Community Development	Community Development Manager - Housing			
Housing & Community Development	Community Development Manager - Planning			
Police	Police Lieutenant			
126		\$88,914	\$104,029	\$141,063
Police	Police Captain			
Public Works	City Engineer			
Recreation	Assistant Recreation Director			
128		\$98,027	\$114,692	\$155,522
Police	Deputy Police Chief			
130		\$108,075	\$126,448	\$171,463
City Clerk	Director of Council Affairs			
Finance	Finance Director			
Housing & Community Development	Housing & Community Development Director			
Human Resources	Human Resources Director			
Information Systems	Information Systems Director			
Library	Library Director			
Public Works	Public Works Director			
Recreation	Recreation Director			
131		\$113,479	\$132,770	\$180,036
Police	Police Chief			
133		\$125,110	\$146,379	\$198,490
General Administration	Deputy City Manager			

*Full-time career staff earn at least \$40,000 annually. Minimum annualized salary is first step which is at least \$40,000.

**At the time of this report, only part-time staff filled this position.

Personnel Grade, Title & Steps

GRADE	STEP										
	A	B	C	D	E	F	G	H	I	J	K
105	31,915.00	32,393.73	32,879.63	33,372.83	33,873.42	34,381.52	34,897.24	35,420.70	35,952.01	36,491.29	37,038.66
106	33,510.75	34,013.41	34,523.61	35,041.47	35,567.09	36,100.59	36,642.10	37,191.74	37,749.61	38,315.86	38,890.59
107	35,186.29	35,714.08	36,249.79	36,793.54	37,345.44	37,905.62	38,474.21	39,051.32	39,637.09	40,231.65	40,835.12
108	36,945.60	37,499.79	38,062.28	38,633.22	39,212.72	39,800.91	40,397.92	41,003.89	41,618.95	42,243.23	42,876.88
109	38,792.88	39,374.78	39,965.40	40,564.88	41,173.35	41,790.95	42,417.82	43,054.08	43,699.89	44,355.39	45,020.72
110	40,732.53	41,343.51	41,963.67	42,593.12	43,232.02	43,880.50	44,538.71	45,206.79	45,884.89	46,573.16	47,271.76
111	42,769.15	43,410.69	44,061.85	44,722.78	45,393.62	46,074.52	46,765.64	47,467.13	48,179.13	48,901.82	49,635.35
112	44,907.61	45,581.22	46,264.94	46,958.92	47,663.30	48,378.25	49,103.92	49,840.48	50,588.09	51,346.91	52,117.11
113	47,152.99	47,860.29	48,578.19	49,306.86	50,046.47	50,797.16	51,559.12	52,332.51	53,117.49	53,914.26	54,722.97
114	49,510.64	50,253.30	51,007.10	51,772.21	52,548.79	53,337.02	54,137.08	54,949.13	55,773.37	56,609.97	57,459.12
115	51,986.17	52,765.96	53,557.45	54,360.82	55,176.23	56,003.87	56,843.93	57,696.59	58,562.04	59,440.47	60,332.07
116	54,585.48	55,404.26	56,235.33	57,078.86	57,935.04	58,804.07	59,686.13	60,581.42	61,490.14	62,412.49	63,348.68
117	57,314.75	58,174.48	59,047.09	59,932.80	60,831.79	61,744.27	62,670.43	63,610.49	64,564.65	65,533.12	66,516.11
118	60,180.49	61,083.20	61,999.45	62,929.44	63,873.38	64,831.48	65,803.95	66,791.01	67,792.88	68,809.77	69,841.92
119	63,189.52	64,137.36	65,099.42	66,075.91	67,067.05	68,073.06	69,094.15	70,130.56	71,182.52	72,250.26	73,334.01
120	66,348.99	67,344.23	68,354.39	69,379.71	70,420.40	71,476.71	72,548.86	73,637.09	74,741.65	75,862.77	77,000.71
121	69,666.44	70,711.44	71,772.11	72,848.69	73,941.42	75,050.54	76,176.30	77,318.95	78,478.73	79,655.91	80,850.75
122	73,149.76	74,247.01	75,360.72	76,491.13	77,638.49	78,803.07	79,985.12	81,184.89	82,402.67	83,638.71	84,893.29
123	76,807.25	77,959.36	79,128.75	80,315.68	81,520.42	82,743.22	83,984.37	85,244.14	86,522.80	87,820.64	89,137.95
124	80,647.62	81,857.33	83,085.19	84,331.47	85,596.44	86,880.39	88,183.59	89,506.35	90,848.94	92,211.68	93,594.85
125	84,680.00	85,950.20	87,239.45	88,548.04	89,876.26	91,224.41	92,592.77	93,981.66	95,391.39	96,822.26	98,274.59
126	88,914.00	90,247.71	91,601.42	92,975.44	94,370.07	95,785.63	97,222.41	98,680.75	100,160.96	101,663.37	103,188.32
127	93,359.70	94,760.09	96,181.49	97,624.22	99,088.58	100,574.91	102,083.53	103,614.78	105,169.01	106,746.54	108,347.74
128	98,027.68	99,498.10	100,990.57	102,505.43	104,043.01	105,603.65	107,187.71	108,795.52	110,427.46	112,083.87	113,765.13
129	102,929.06	104,473.00	106,040.10	107,630.70	109,245.16	110,883.83	112,547.09	114,235.30	115,948.83	117,688.06	119,453.38
130	108,075.52	109,696.65	111,342.10	113,012.23	114,707.42	116,428.03	118,174.45	119,947.06	121,746.27	123,572.46	125,426.05
131	113,479.29	115,181.48	116,909.21	118,662.84	120,442.79	122,249.43	124,083.17	125,944.42	127,833.58	129,751.09	131,697.35
132	119,153.26	120,940.56	122,754.67	124,595.99	126,464.93	128,361.90	130,287.33	132,241.64	134,225.26	136,238.64	138,282.22
133	125,110.92	126,987.59	128,892.40	130,825.79	132,788.17	134,779.99	136,801.69	138,853.72	140,936.53	143,050.57	145,196.33

Personnel Grade, Title & Steps

GRADE	STEP									
	L	M	N	O	P	Q	R	S	T	U
105	37,594.24	38,158.15	38,730.53	39,311.48	39,901.16	40,499.67	41,107.17	41,723.78	42,349.63	42,984.88
106	39,473.95	40,066.06	40,667.05	41,277.06	41,896.21	42,524.66	43,162.53	43,809.97	44,467.11	45,134.12
107	41,447.65	42,069.36	42,700.41	43,340.91	43,991.02	44,650.89	45,320.65	46,000.46	46,690.47	47,390.83
108	43,520.03	44,172.83	44,835.43	45,507.96	46,190.58	46,883.43	47,586.69	48,300.49	49,024.99	49,760.37
109	45,696.03	46,381.47	47,077.20	47,783.35	48,500.10	49,227.61	49,966.02	50,715.51	51,476.24	52,248.39
110	47,980.84	48,700.55	49,431.06	50,172.52	50,925.11	51,688.99	52,464.32	53,251.29	54,050.06	54,860.81
111	50,379.88	51,135.58	51,902.61	52,681.15	53,471.37	54,273.44	55,087.54	55,913.85	56,752.56	57,603.85
112	52,898.87	53,692.35	54,497.74	55,315.21	56,144.93	56,987.11	57,841.91	58,709.54	59,590.19	60,484.04
113	55,543.82	56,376.97	57,222.63	58,080.97	58,952.18	59,836.46	60,734.01	61,645.02	62,569.70	63,508.24
114	58,321.01	59,195.82	60,083.76	60,985.01	61,899.79	62,828.29	63,770.71	64,727.27	65,698.18	66,683.65
115	61,237.06	62,155.61	63,087.95	64,034.27	64,994.78	65,969.70	66,959.25	67,963.64	68,983.09	70,017.84
116	64,298.91	65,263.39	66,242.34	67,235.98	68,244.52	69,268.19	70,307.21	71,361.82	72,432.24	73,518.73
117	67,513.85	68,526.56	69,554.46	70,597.78	71,656.74	72,731.60	73,822.57	74,929.91	76,053.86	77,194.66
118	70,889.55	71,952.89	73,032.18	74,127.67	75,239.58	76,368.18	77,513.70	78,676.40	79,856.55	81,054.40
119	74,434.02	75,550.53	76,683.79	77,834.05	79,001.56	80,186.58	81,389.38	82,610.22	83,849.38	85,107.12
120	78,155.73	79,328.06	80,517.98	81,725.75	82,951.64	84,195.91	85,458.85	86,740.73	88,041.85	89,362.47
121	82,063.51	83,294.46	84,543.88	85,812.04	87,099.22	88,405.71	89,731.79	91,077.77	92,443.94	93,830.60
122	86,166.69	87,459.19	88,771.08	90,102.64	91,454.18	92,825.99	94,218.38	95,631.66	97,066.13	98,522.13
123	90,475.02	91,832.15	93,209.63	94,607.77	96,026.89	97,467.29	98,929.30	100,413.24	101,919.44	103,448.23
124	94,998.77	96,423.75	97,870.11	99,338.16	100,828.23	102,340.66	103,875.77	105,433.90	107,015.41	108,620.64
125	99,748.71	101,244.94	102,763.62	104,305.07	105,869.65	107,457.69	109,069.56	110,705.60	112,366.18	114,051.68
126	104,736.15	106,307.19	107,901.80	109,520.32	111,163.13	112,830.58	114,523.03	116,240.88	117,984.49	119,754.26
127	109,972.95	111,622.55	113,296.89	114,996.34	116,721.29	118,472.10	120,249.19	122,052.92	123,883.72	125,741.97
128	115,471.60	117,203.68	118,961.73	120,746.16	122,557.35	124,395.71	126,261.65	128,155.57	130,077.90	132,029.07
129	121,245.18	123,063.86	124,909.82	126,783.47	128,685.22	130,615.50	132,574.73	134,563.35	136,581.80	138,630.53
130	127,307.44	129,217.05	131,155.31	133,122.64	135,119.48	137,146.27	139,203.46	141,291.52	143,410.89	145,562.05
131	133,672.81	135,677.91	137,713.07	139,778.77	141,875.45	144,003.58	146,163.64	148,356.09	150,581.43	152,840.16
132	140,356.45	142,461.80	144,598.73	146,767.71	148,969.22	151,203.76	153,471.82	155,773.90	158,110.51	160,482.16
133	147,374.28	149,584.89	151,828.66	154,106.09	156,417.69	158,763.95	161,145.41	163,562.59	166,016.03	168,506.27

Personnel Grade, Title & Steps

GRADE	STEP										
	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF
105	43,629.65	44,284.10	44,948.36	45,622.58	46,306.92	47,001.52	47,706.55	48,422.15	49,148.48	49,885.71	50,633.99
106	45,811.13	46,498.30	47,195.77	47,903.71	48,622.27	49,351.60	50,091.88	50,843.25	51,605.90	52,379.99	53,165.69
107	48,101.69	48,823.22	49,555.56	50,298.90	51,053.38	51,819.18	52,596.47	53,385.42	54,186.20	54,998.99	55,823.97
108	50,506.77	51,264.38	52,033.34	52,813.84	53,606.05	54,410.14	55,226.29	56,054.69	56,895.51	57,748.94	58,615.17
109	53,032.11	53,827.59	54,635.01	55,454.53	56,286.35	57,130.65	57,987.61	58,857.42	59,740.28	60,636.39	61,545.93
110	55,683.72	56,518.97	57,366.76	58,227.26	59,100.67	59,987.18	60,886.99	61,800.29	62,727.30	63,668.21	64,623.23
111	58,467.90	59,344.92	60,235.10	61,138.62	62,055.70	62,986.54	63,931.34	64,890.31	65,863.66	66,851.62	67,854.39
112	61,391.30	62,312.17	63,246.85	64,195.55	65,158.49	66,135.87	67,127.90	68,134.82	69,156.84	70,194.20	71,247.11
113	64,460.86	65,427.78	66,409.19	67,405.33	68,416.41	69,442.66	70,484.30	71,541.56	72,614.69	73,703.91	74,809.47
114	67,683.91	68,699.17	69,729.65	70,775.60	71,837.23	72,914.79	74,008.51	75,118.64	76,245.42	77,389.10	78,549.94
115	71,068.10	72,134.13	73,216.14	74,314.38	75,429.09	76,560.53	77,708.94	78,874.57	80,057.69	81,258.56	82,477.44
116	74,621.51	75,740.83	76,876.94	78,030.10	79,200.55	80,388.56	81,594.39	82,818.30	84,060.58	85,321.49	86,601.31
117	78,352.58	79,527.87	80,720.79	81,931.60	83,160.58	84,407.99	85,674.11	86,959.22	88,263.61	89,587.56	90,931.37
118	82,270.21	83,504.27	84,756.83	86,028.18	87,318.61	88,628.38	89,957.81	91,307.18	92,676.79	94,066.94	95,477.94
119	86,383.72	87,679.48	88,994.67	90,329.59	91,684.54	93,059.80	94,455.70	95,872.54	97,310.62	98,770.28	100,251.84
120	90,702.91	92,063.45	93,444.41	94,846.07	96,268.76	97,712.79	99,178.49	100,666.16	102,176.16	103,708.80	105,264.43
121	95,238.06	96,666.63	98,116.63	99,588.38	101,082.20	102,598.43	104,137.41	105,699.47	107,284.96	108,894.24	110,527.65
122	99,999.96	101,499.96	103,022.46	104,567.79	106,136.31	107,728.36	109,344.28	110,984.45	112,649.21	114,338.95	116,054.03
123	104,999.96	106,574.96	108,173.58	109,796.18	111,443.13	113,114.77	114,811.50	116,533.67	118,281.67	120,055.90	121,856.74
124	110,249.95	111,903.70	113,582.26	115,285.99	117,015.28	118,770.51	120,552.07	122,360.35	124,195.76	126,058.69	127,949.57
125	115,762.45	117,498.89	119,261.37	121,050.29	122,866.05	124,709.04	126,579.67	128,478.37	130,405.54	132,361.63	134,347.05
126	121,550.57	123,373.83	125,224.44	127,102.81	129,009.35	130,944.49	132,908.66	134,902.29	136,925.82	138,979.71	141,064.40
127	127,628.10	129,542.52	131,485.66	133,457.95	135,459.82	137,491.71	139,554.09	141,647.40	143,772.11	145,928.69	148,117.62
128	134,009.51	136,019.65	138,059.95	140,130.85	142,232.81	144,366.30	146,531.79	148,729.77	150,960.72	153,225.13	155,523.51
129	140,709.98	142,820.63	144,962.94	147,137.39	149,344.45	151,584.61	153,858.38	156,166.26	158,508.75	160,886.39	163,299.68
130	147,745.48	149,961.67	152,211.09	154,494.26	156,811.67	159,163.85	161,551.30	163,974.57	166,434.19	168,930.70	171,464.66
131	155,132.76	157,459.75	159,821.64	162,218.97	164,652.25	167,122.04	169,628.87	172,173.30	174,755.90	177,377.24	180,037.90
132	162,889.40	165,332.74	167,812.73	170,329.92	172,884.87	175,478.14	178,110.31	180,781.97	183,493.70	186,246.10	189,039.79
133	171,033.86	173,599.37	176,203.36	178,846.41	181,529.11	184,252.05	187,015.83	189,821.07	192,668.38	195,558.41	198,491.78

Glossary

Accrual Basis of Accounting – The accounting method under which transactions are recognized when they occur, regardless of the timing of the related cash flows.

Adjusted Budget – Originally adopted budget updated to include budget amendments.

Appropriation – An act of the City Council authorizing and permitting the City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Assessed Valuation – The current market value of a residence or real estate as appraised by the Department of Assessments and Taxation for levying property tax purposes.

Assigned Fund Balance – Portion of fund resources that is constrained by the City's intent to be used for specific purposes but is neither restricted nor committed. This type of fund balance does not require formal action.

Balanced Budget – A budget in which the current revenues equal to current expenditures provided that the total unassigned fund should maintain sufficient operating funds.

Budget – A financial plan for a fiscal year's operation comprised of an estimate of proposed expenditures and anticipated revenues to fund the City services in accordance with adopted policy.

Budget Amendment – A necessary revision made to the appropriation ordinance during the fiscal year to reflect encumbered amounts and adjustments to revenues and expenditures.

Capital Budget – Project appropriations annually adopted by the Council for the necessary funds to carry out the capital expenditures for the capital projects which include multi-year plans.

Capital Expenditure – Expenditures incurred within a capital project contained in the City's CIP.

Capital Improvements Program (CIP) – An annually updated five-year plan of large project expenditures such as equipment replacement, park development, infrastructure improvements, and facility improvements with estimated project costs, detail, and funding source.

Capital Outlays – Expenditures as a result of purchasing or extending the useful life of a fixed asset. Any purchased item with an expected useful life of three or more years and a value of more than \$5,000 such as equipment, a vehicle, or furniture is considered a capital outlay.

Capital Project – A lengthy project involving significant expenditures and funding for the maintenance and improvement of a City asset, often a public facility or infrastructure.

Change Adj. FYXX-FYXX Budget – Difference between the current fiscal year budget and the prior year's adjusted budget.

Committed Fund Balance – Amounts that can be used only for specific purposes determined by City Council, the City's highest level of decision-making authority, and can only be changed by a formal action by City Council Ordinance.

Comprehensive Annual Financial Report (CAFR) – An official government annual report comprising of the financial statements that comply with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).

Debt Issuance – A financial obligation, sale or issuance of any type of debt instrument, such as bonds.

Debt Service – The payment of interest and repayment of principal on the City's outstanding debt obligations. These obligations are a result of long or short-term borrowing or lease financing.

Deficit – The amount of budgeted expenditures or liabilities exceed the amount of budgeted revenues or assets in a fiscal year.

Department – Major unit in the City organization responsible for a functional area.

Division- Sub-unit of the City within a department responsible for a more specific functional area.

Expenditures – This term represents the issuance of checks, electronic fund transfers, or cash disbursement to pay for purchases or liquidate an obligation.

Expense – This term describes the outflow of assets or the incurring of liabilities during a period as a result of rendering services or carrying out other operating activities.

Financial Policy – The City's policies in respect to revenues, spending, and debt management as a guideline of how the City should operate and manage its services, programs, and capital investments. The policy provides a coherent set of principles for the planning and funding of the City's budget.

Fiscal Year (FY) – A twelve month accounting and budgeting period without regard to the calendar year. The City's fiscal year begins on July 1st of each year and ends on June 30th of the following year. It is designated by the calendar year in which

it ends. For instance, fiscal year 2018 or FY18 begins on July 1st, 2017 and ends on June 30th, 2018.

Fixed Assets – Assets purchased or acquired for the purpose of a long-term use and not easily or quickly liquidated such as buildings, machinery, equipment, and furniture.

Full-Time Equivalent (FTE) – The number of employees needed to work the total numbers of hours worked in a week (40 hours) or a year (2,080 hours), in order to standardize employment numbers. For example, three employees who work a total of 4,160 hours would be equal to two FTEs.

Fund – An individual fiscal entity with revenues and expenses separated by different purposes with special restrictions or limitations. For example, the City has General Fund, Stormwater Management Fund, and Special Revenue Fund for the use of different purposes.

Fund Balance – The difference between assets and liabilities over the life of a fund.

General Fund – The primary operating fund for all of the City's financial resources for day-to-day activities excluding those that are required to be accounted for in another fund or with special restrictions.

Generally Accepted Accounting Principles (GAAP) – A common set of financial standards established by Financial Accounting Standards Board (FASB) that entities must follow when recording and reporting financial information as promulgated by various accounting standard setting bodies.

Glossary

Governmental Accounting Standards Board (GASB) – An independent organization that establishes and improves the standards of accounting and reporting for US state and local governments.

Government Finance Officers Association (GFOA) – An organization that advocates for excellence of leadership in state and local government financial management by providing best practice guidance, consultation, recognition programs, research, and networking and training opportunities.

Grant – County, State, or Federal financial assistance funding in cash or in kind for a particular program.

Intergovernmental Revenues – The revenues obtain from other governments in form of grants, shared revenues, or payments in lieu of duplicated taxes.

Liability – A state of being responsible for debt or other financial obligations that must be liquidated, honored, or settled at a future date.

Modified Accrual Basis of Accounting – An accounting method under which revenues are recognized in the period they become available and measureable, and expenditures are recognized in the period the liabilities are incurred.

Non-Departmental Expenditures – Operating expenditures that are not directly attributable to a specific department but rather are the costs to the City as a whole such as various insurance liabilities, employee training, cultural programming, and contingency monies.

Non-Spendable Fund Balance – Funds that cannot be spent either because they are in a non-spendable form or they are required to be maintained intact for example, prepaid expenses or the inventory of trash bins for sale.

Objective – A desired accomplishment which can be measured and achieved within a given period of time. The achievement of the objective assists the City to reach its goals.

Operating Expenditures – Costs other than expenditures for personnel and capital outlays that the City incurs during day-to-day operation such as office supplies, travel expenses, and utility expenses.

Operating Transfers – Monetary transactions from one operating fund to another.

Ordinance – A formal legislative decree adopted by vote of the City Council to enact, amend, or repeal City law or to set tax rates, approve or amend the City budget, authorize appropriation of funds and award of contracts over a certain amount, and authorized borrowing by the City.

Pay-As-You-Go – A method of financing for capital expenditures through a contribution from the current operating fund.

Projected Budget – Estimated actual budget amounts for the relevant fiscal year.

Resolution – A written motion adopted by vote of the City Council to set direction or policy, express the sense of the Council on an issue, approve memorandums of understanding or agreements, making appointments, and for certain ceremonial purposes. Adoption, amendment, or repeal of the City Charter and annexation of property are

substantive resolutions that have the force and effect of law.

Restricted Fund Balance – Funds that can only be spent for specific purposes due to restrictions imposed by grantors, laws, or regulations of other governments, or imposed by the City Charter, City Code, or other enabling legislation.

Revenue – Income that the City received or collected through tax payments, services provided, fines, forfeitures, shared revenues, interest income, or receipts from other governments.

Special Revenue Fund – A fund used to account for specific revenue sources and expenditures that are legally restricted to certain projects or programs, usually involving grants.

Speed Camera Fund – A fund used to account for proceeds from the City's Speed Camera citations and restricted for uses related to public safety and the safe speed program.

Stormwater Management – A means of controlling the quantity and quality of stormwater run-off. The City is responsible for managing the construction, maintenance, and repair of storm drains, inlets, and ditches to ensure compliance with state and federal requirements for erosion and pollution control.

Stormwater Management Fund – A fund that accounts for revenue and expenditure activity related to stormwater management including costs of projects and personnel.

Tax Duplication – A state of affairs where both the County and City levy taxes on the taxpayers for services that only the City provides.

Unassigned Fund Balance – Net resources in the General Fund in-excess of the non-spendable, restricted, committed, and assigned fund balance.

Ordinances

Introduced by: Councilmember Seamens

First Reading: May 12, 2021

Second Reading: May 19, 2021

CITY OF TAKOMA PARK, MARYLAND ORDINANCE NO. 2021-18

AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2022, BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022

WHEREAS, in accordance with Section 6-303 of the Tax Property Article of the Annotated Code of Maryland, the City Council is charged with the establishment of a municipal corporation tax rate on or before the first day of July of each year; and,

WHEREAS, a public hearing must be held prior to the establishment of said tax rate if the rate will exceed the constant yield tax rate as calculated by the Maryland Department of Assessments and Taxation; and,

WHEREAS, the proposed tax rate for Fiscal Year 2022 will exceed the constant yield tax rate of \$0.5295, and,

WHEREAS, public budget hearings were held on April 14, 2021 and April 28, 2021.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. Section 7.16.020 of Chapter 7.16, "Real and Personal Property", of the City of Takoma Park Code is amended to read as follows:

"Section 7.16.020. Annual tax levy on real and personal property.

Effective July 1, 2021 all real and personal property which is subject to taxation by the City shall be subject to a tax on the assessed value of such real and personal property as such value is determined by the State Department of Assessments and Taxation, at the rate of:

Real Property	
Apartments	\$0.5397 per \$100 of assessed valuation
Commercial	\$0.5397 per \$100 of assessed valuation
Residential	\$0.5397 per \$100 of assessed valuation
Vacant	\$0.5397 per \$100 of assessed valuation
Personal Property	\$1.55 per \$100 of assessed valuation
Railroad and Public Utilities	\$1.57 per \$100 of assessed valuation"

SECTION 2. This Ordinance shall be effective July 1, 2021.

Adopted this 19th day of May, 2021, by roll-call vote as follows:

AYES: Stewart, Kovar, Dyballa, Kostiuik, Seamens, Smith, Searcy
NAYS: None
ABSTAIN: None
ABSENT: None

Introduced by: Councilmember Searcy

First Reading: May 12, 2021

Second Reading: May 19, 2021

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2021-19**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2022, BEGINNING JULY 1, 2021
AND ENDING JUNE 30, 2022**

WHEREAS, Section 1101 of the Charter of the City of Takoma Park designates the City Council as the Stormwater Management Board for Takoma Park with all of the powers associated therewith; and,

WHEREAS, Section 21-625 of the Local Government Article of the Annotated Code of Maryland authorizes the adoption of a stormwater management utility fee system or user charges for stormwater management programs by the City; and

WHEREAS, Section 1106 of the Charter of the City of Takoma Park empowers the Stormwater Management Board to charge and to collect stormwater utility fees and user charges to pay for stormwater management activities in the City; and,

WHEREAS, the Stormwater Management Board desires to maintain a Stormwater Management Fund for the collection and payment of revenues and expenditures as it deems necessary to provide for the construction, maintenance, operations, and repair of the stormwater management system in the City.

NOW, THEREFORE, BE IT ORDAINED BY THE STORMWATER MANAGEMENT BOARD OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. For Fiscal Year 2022, the City Council has revised the fee structure. All properties will be billed using the same fee structure. The fee has a base rate of \$25 per 500 square feet of impervious surface. The fee charged to the owners of single-family residential properties between July 1, 2021 and June 30, 2022 shall not exceed \$275.00. Beginning July 1, 2022, the fees charged to the owners of single-family residential properties shall not be so limited. A Stormwater Management fee shall be imposed on real property in the City in an amount sufficient to fund the Stormwater Management expenditures established by this Ordinance.

SECTION 2. A Stormwater Management Fund shall be maintained into which shall be deposited:

- a) All the receipts and revenues from user charges and utility fees imposed by the City to pay for stormwater management
- b) All charges, fees, fees-in-lieu, grants, and other contributions received from any person or governmental entity in connection with stormwater management activities or programs.

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SECTION 3. The budget adopted hereto and by reference made a part hereof is hereby adopted for the fiscal year beginning July 1, 2021 and ending June 30, 2022. Said budget provides for an appropriation in the amount of \$908,126 for stormwater management activities.

SECTION 4. The following operating transfers are hereby authorized in accordance with the exhibits attached hereto and incorporated herein by reference:

Operating Transfer From	Transfer To	Amount of Transfer
General Fund	Stormwater Fund	\$65,000

SECTION 5. Use of fund balance amount of \$138,626 authorized to supplement other revenues and financing sources.

SECTION 6. Stormwater management projects that are declared to be of an emergency nature as defined by the City Council in accordance with the Charter of the City of Takoma Park may be funded through the Emergency Reserve or other monies as designated by the City Council.

SECTION 7. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 8. This Ordinance shall be effective July 1, 2021.

Adopted by roll-call vote this 19th day of May, 2021 as follows:

AYES: Stewart, Kovar, Dyballa, Kostiuk, Seamens, Searcy
NAYS: Smith
ABSENT: None
ABSTAIN: None

Introduced by: Councilmember Kovar

First Reading: May 12, 2021
Second Reading: May 19, 2021

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2021-20**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2022,
BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022**

- WHEREAS, in accordance with Article VIII of the Charter of the City of Takoma Park, the City Manager submitted a recommended budget for Fiscal Year 2022 to the City Council for its review and consideration; and
- WHEREAS, the Charter of the City of Takoma Park requires the conduct of at least one public hearing prior to adoption of the budget; and
- WHEREAS, the City Council held said hearing and received public comment on the City Manager's recommended budget on April 14, 2021; and
- WHEREAS, in the interest of obtaining additional public comment following its deliberations on the City Manager's recommended budget, the City Council held a second public hearing on April 28, 2021; and
- WHEREAS, the City Manager's recommended budget was prepared during the recovery period of the COVID-19 pandemic and the City and all levels of government continue to see fiscal challenges; and
- WHEREAS, the City is expecting to receive federal funding under the American Rescue Plan Act (ARPA) in the amount of approximately \$14.8 million over a two-year period, with half of the funding (\$7.4 million) provided at the beginning of Fiscal Year 2022; and,
- WHEREAS, funding levels for City services were adjusted in the City Manager's recommended budget in anticipation of the re-opening of the City buildings in Fiscal Year 2022; and
- WHEREAS, after considering the recommended budget submitted by the City Manager and the comments made at the aforementioned public hearings, the City Council has determined its priorities relative to the delivery of municipal services for Fiscal Year 2022; and
- WHEREAS, given the budgeting challenges and the anticipated ARPA funding, the Council and City Manager will need to work closely throughout the coming year to monitor revenues and expenditures to ensure the short and long-term fiscal health of the City and the appropriate use of the ARPA funds; and
- WHEREAS, a top priority for the City Council is to have a budget that allows the City to respond to the changes ahead and to provide for the wellbeing of its residents, businesses and staff; and
- WHEREAS, for this reason, the City Council will work closely with the City Manager to determine the use of ARPA funds following the guidelines created by the Department of Treasury, with a spending plan that helps households, small businesses, and nonprofits respond to the public health emergency and its negative economic

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impacts while making strategic investments in the City's workforce, infrastructure, and fiscal health; and

WHEREAS, the City Council is committed to reviewing and reforming the City's approach to public safety and has established a Reimagining Public Safety Task Force by Resolution 2020-21 to advise and provide recommendations on ways the City can reform its public safety policies and procedures to ensure racial justice, including consideration of alternative models to better address issues that are commonly correlated with police interaction, such as mental health, substance abuse, and other social service needs; and changes to certain divisions or units within the Police Department or other City departments, such as removal of the K-9 unit and changes to code enforcement; and

WHEREAS, the City Council anticipates receiving recommendations from the Reimagining Public Safety Task Force in summer 2021 and may seek to make changes to the City's approach to public safety that may have budget implications and could be implemented through amendments to the Adopted Fiscal Year 2022 Budget and in future budgets and may be eligible for ARPA funds; and

WHEREAS, it is the policy of the City Council to set the level of the General Fund Unassigned Fund reserve at 17% of the General Fund revenue, which would be equivalent to \$4.6 million; and

WHEREAS, in the FY 2022 budget, the General Fund unassigned reserve is projected to be \$2.8 million; however, that level is determined to be acceptable due to the inclusion in the budget of restricted and other reserves totaling \$6.9 million, actual spending that was lower than projected in prior fiscal years, and the availability of ARPA funds to replenish revenue not received due to the impact of the COVID-19 pandemic; and

WHEREAS, the City Council maintains its commitment to a General Fund Unassigned Fund Balance of 17% of the General Fund revenue. As identified in Resolution 2018-24, the Council recognizes that this may require a "phase-in" period to help mitigate impacts on the local property tax rate and/or City programs and initiatives; and

WHEREAS, the Council will continue to work toward reaching a level of 17% in future budgets, with a goal of doing so within a three-year period from the point at which the balance falls below the minimum, but understanding that the impacts of the pandemic may mean this phase-in period may take a longer period of time.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND:

SECTION 1. The budget adopted hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2021 and ending June 30, 2022.

SECTION 2. The following amounts are hereby appropriated by fund:

Fund	Fiscal Year 2022 Appropriation
General Fund	\$ 35,401,249
Special Revenue Fund	1,245,510
Speed Camera Fund	874,762
GRAND TOTAL	\$ 37,521,521

SECTION 3. The following operating transfers are hereby authorized in accordance with the exhibits attached hereto and incorporated herein by reference:

Operating Transfer From	Transfer To	Amount of Transfer
General Fund	Stormwater Fund	\$65,000

SECTION 4. Use of the following fund balance amount is hereby authorized to supplement other fund revenues and financing sources:

Fund	Fiscal Year 2022 Appropriation
General Fund	\$8,326,975

SECTION 5. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$135,697 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 6. A five-year Capital Improvement Program for Fiscal Year 2022 through Fiscal Year 2026 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 7. The City Council hereby authorizes the transfer of \$700,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 8. The City Council hereby authorizes the transfer of \$229,000 from the General Fund unreserved fund balance to the Housing Reserve.

SECTION 9. It is hereby acknowledged that the City Council, in its capacity as the Stormwater Management Board, approved a Stormwater Management Fund budget for Fiscal Year 2022 by Ordinance No. 2021-19.

SECTION 10. City Council will review budget, revenues, expenditures and economic projections at least quarterly throughout the fiscal year.

SECTION 11. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 12. This Ordinance shall be effective July 1, 2021.

Adopted this 19th day of May, 2021 by roll-call vote as follows:

AYES: Stewart, Kovar, Dyballa, Kostiuik, Seamens, Smith, Searcy
 NAYS: None
 ABSTAIN: None
 ABSENT: None