

FY25
A BRIDGE FORWARD



City of Takoma Park
Adopted Budget
July 1, 2024 - June 30, 2025

Takomaparkmd.gov

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Introduction to the Budget Document



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CITY OF TAKOMA PARK



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August 14, 2024

To the Residents of Takoma Park,

The Takoma Park City Council is pleased to present the adopted Fiscal Year 2025 Budget Book. This Budget Book is both a planning and a policy document that demonstrates how the Council has decided to allocate resources to achieve the priorities it has set for the City. The theme for the Fiscal Year 2025 Budget is *A Bridge Forward*. This theme embodies the goal of the City Council to balance community needs and priorities with the City's future fiscal sustainability.

Preparation of the budget is a collaborative effort between the Council, City Manager, and staff. The Council sets the community priorities; then the City Manager works with staff to develop a recommended budget that is reflective of these priorities. Once that internal process is complete, a City Manager's draft budget is presented to the Council. The Council then holds a series of work sessions, listens to public comment through open hearings and written comments, makes a series of budget amendments, before formally adopting the final budget.

Property taxes are the primary driver of revenues for City operations. Thus, a key component of budget adoption is setting the Commercial and Residential tax rates. Other revenue sources include intergovernmental payments, utility and railroad taxes, speed camera revenue, other charges for services, and utility fees that support the City's enterprise funds.

The adopted Budget Book guides the expenditure of funds by the City throughout the fiscal year, July 1 through June 30. After much deliberation, the Council set the real property tax rate at \$0.5522 per \$100 of assessed value. The real property tax rate did not increase compared to Fiscal Year 2024. The personal property tax rate and railroad and public utilities assessment remained level at \$1.55 and \$1.57 respectively. Fiscal Year 2025 revenues generated by the City's real property tax increased by approximately \$110 million. This is due to an increase in the total assessed value of real property in Takoma Park as established by the Montgomery County Assessor's Office.

Establishing the foundation for the approved budget began with the Council developing its priorities. The City Council passed a resolution that established the budget calendar and identified budget priorities which were designed to identify priority projects for implementation.

This budget advances each of the following priorities of the City Council:

- Advancing a Community of Belonging
- Fiscally Sustainable Government
- Environmentally Sustainable Community
- Engaged, Responsive, Service-Oriented Government
- Community Development for an Improved & Equitable Quality of Life

The Council is keenly aware that while we are establishing the budget for the City, individuals and families are doing the same for their own households. Inflation is impacting the cost of goods and services for residents and the City alike. The City Council has made fiscal responsibility while delivering on the services residents rely on a major priority. Because of this, the City has taken a critical look at its procurement policies and procedures to ensure that we are being good stewards of taxpayer dollars.

A major component of this budget is the continued investment in our community. This includes the continuation of the Library redevelopment, New Hampshire Ave Recreation Center, and the advancement of public space, stormwater, and housing initiatives. The Council also approved adding a total of \$1,018,616 to the City's reserve balance to continue to fund the City's Housing Reserve Fund, Emergency Reserve, and Equipment Replacement Reserve. These reserve funds are critical to protecting the City from unexpected financial costs.

We believe this Fiscal Year 2025 budget reflects our community's values and priorities. We hope that you will continue to share your ideas on ways to keep Takoma Park a wonderful place to live, work, play and learn.

Sincerely,

/s/ Talisha Searcy

Mayor Talisha Searcy

About Takoma Park

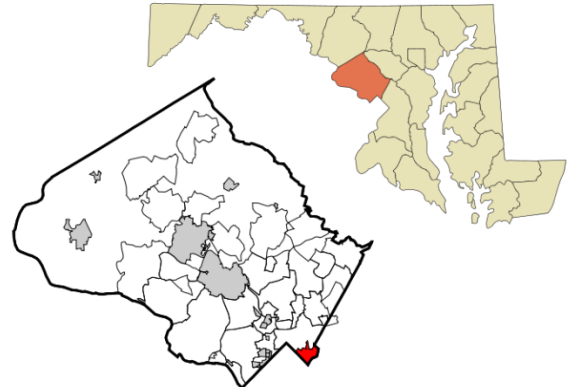
The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. According to the U.S. Census Bureau, the estimated population of the City is 17,542 (as of July 1, 2022).

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) 2018-2022, the median value of an owner-occupied housing unit was \$685,000. Owner-occupied housing units comprise 51.3% of all housing units; renter-occupied units comprise 48.7%.



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.

Budget Introduction

	1990 Census	2000 Census	2010 Census	2020 Census	2022 ACS Data*
<i>Total population</i>	16,700	17,299	16,715	17,629	17,542
<i>Population under 5 years</i>	1,320	1,237	1,254	-	1,241
<i>Population 18 years and over</i>	13,179	13,224	12,966	-	12,968
<i>Population 65 years and over</i>	1,773	1,529	1,668	-	2,390
<i>Total households</i>	6,822	6,893	6,569	-	6,898
<i>Per capita income</i>	17,942	26,437	-	-	55,631
<i>Median household income</i>	37,144	48,490	-	-	95,316
<i>High school graduate or higher</i>	10,041	9,933	-	-	11,798
<i>White</i>	9,200	8,440	8,192	7,683	8,909
<i>Black or African-American</i>	6,013	5,876	5,843	5,621	6,557
<i>American Indian and Alaska Native</i>	61	76	45	116	330
<i>Asian, Native Hawaiian, Pacific Islander</i>	717	760	740	826	1,360
<i>Some Other Race</i>	709	1,287	1,091	1,410	1,810
<i>Two or More Races</i>	n/a	860	804	1973	1,348
<i>Hispanic or Latino (of any race)</i>	1,619	2,494	2,417	2,746	2,147
<i>Foreign born</i>	3,549	4,917	-	-	5,320
<i>Speak a language other than English at home</i>	3,113	5,034	-	-	5,554

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	61.5 percent*
Service occupations	18.8 percent*
Sales and office occupations	10.1 percent*
Natural resources, construction, maintenance	3.3 percent*
Production, transportation, material moving	6.3 percent*

* Data is from the most recent release of the American Community Survey 5-Year data, 2018-2022, and has a greater margin of error than Census data.

City Council Priorities

City Council Priorities

1. Advancing a Community of Belonging

- Build on lessons learned during the COVID-19 pandemic to increase residents' and small businesses' resilience to the impact of emergency situations, so that they can recover and thrive in the future.
- Further the City's racial equity work.
- Identify and prioritize 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,
 - ✓ immigrants,
 - ✓ those with unsustainable lower-paying jobs or incomes,
 - ✓ and people with developmental or physical disabilities.
- Defend our status as a Sanctuary City and maintain our commitment to being a welcoming and inclusive community where all residents experience a sense of belonging.

2. Fiscally Sustainable Government

- Establish the City's long-term fiscal sustainability strategy.
- Explore expanding City revenue options to identify long-term solutions necessary to diversify the City's revenue streams.
- Explore ways to provide a more equitable property tax assessment system including providing property tax adjustments to residents in need.
- Continue to build on improvements in the budget process, presentation of budget information, and communication to residents.

3. Environmentally Sustainable Community

- Climate Change Mitigation: Work towards net-zero greenhouse gas emissions goal by 2035.
- Climate Change Resilience: Improve our ability to adapt and be resilient to local impacts of 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.

City Council Priorities

4. Engaged, Responsive, Service-Oriented Government

- Hire and onboard a new City Manager.
- Advance 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 and the Council, including requests for government services, complaint systems, and code enforcement.
- 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 to support staff in doing their jobs.

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

- Ensure that a range of safe, high quality, affordable, green and energy efficient housing options are equitably available in neighborhoods throughout the community.
- Improve transportation planning, design, and implementation to create a safer, more environmentally sustainable and more racially and economically equitable community for all residents, including:
 - ✓ pedestrians,
 - ✓ bicyclists,
 - ✓ and vehicle occupants.
- Plan and prepare for development in the City and region while maintaining the special character and economic and racial diversity of Takoma Park.

Your Tax Dollars At Work



City Services

YOUR DOLLARS AT WORK

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

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

- [Full-service Police Department](#), including crossing guards and neighborhood service
- [Public Works](#) services, including:
 - sidewalk repair and installation, road repair and resurfacing, traffic calming
 - tree and canopy protection, tree maintenance
 - trash collection, recycling, food waste collection, leaf collection/mulch, electronics recycling
 - stormwater and erosion control
 - right-of-way maintenance, landscaping/gardens
 - maintenance of City facilities
 - electronic recycling drop off
 - civil engineering services
 - construction project management
 - snow removal
- [Sustainability/energy efficiency programs](#)
- [Rent stabilization and other affordable housing initiatives](#) such as a down payment assistance program
- [Tenant services and advocacy](#) (City contracts with County for code enforcement of multi-family buildings; City provides direct assistance to tenants to create Tenant Associations and work with tenants to address/resolve issues between tenants and landlords/management companies)
- [Parking management and enforcement](#)
- [Code Enforcement](#)
- [Recreation programs and services](#), including sports leagues and summer camps; scholarships for low-income residents and seniors, funding free summer camps, and summer jobs program for teens
- [Racial equity advocacy and implementation](#) in program and project design

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City Services

YOUR DOLLARS AT WORK - CONTINUED

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

- Childcare programs (for before and after school)
- Maintenance of City parks, pavilions, and athletic fields
- City festivals, parades, and events (Celebrate Takoma, Monster Bash, Egg Hunt, Independence Day, etc.)
- Community grants and partnership programs provide funds for area service providers to address issues like food scarcity, youth success (summer lunch and learn program; mentorship), and recreation
- Public Arts and Humanities programs
- Communications/City TV – online and cable programs and broadcasting, City Newsletter, maintenance of website, social media
- Legislative advocacy at county and state levels
- Administration of local elections which have extended voting rights to 16 and 17-year-old's and non-citizens inspiring policy changes in other cities
- Support for resident boards and commissions
- Support for local business associations to promote amenities in the City
- Internal services: Information Technology (which also supports outward facing technology like computer labs), Human Resources, Finance, Legal, etc.
- Emergency funds to residents who may need help to pay rent, buy food etc.; Tree Fund for assistance to help residents who need to remove a dangerous tree but cannot afford it; Property tax assistance for those who qualify
- Meeting rooms and other public space, including computer labs, media center, arts room, dance room, senior room, teen lounge, and game room
- Passport services
- Notary services



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City Manager Transmittal Message

CITY OF TAKOMA PARK



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City Manager's FY2025 Budget Transmittal Message

"A BRIDGE FORWARD"

March 26, 2024

Honorable Mayor, Members of Council, and Residents,

I am pleased to provide you with the Proposed Fiscal Year 2025 Budget (FY2025), which begins on July 1, 2024 and ends June 30, 2025. The City's talented Finance Department prepared this document with guidance from the City Manager's Office and support from all City departments. The budget represents a comprehensive publication of the City's budget plans and policies for the upcoming fiscal year.

No Tax Rate Increase Proposed for Next Year

The City's real property tax rate is 55.22 cents per \$100 assessed valuation. For FY2025, I propose *no increase* in the real property tax rate. The City's assessable real property tax base is expected to increase by approximately \$109.9 million, or 3.84%, from FY2024. Proposed revenue to be generated by the City's real property tax for FY2025 is \$16,401,186 versus the Fiscal Year (FY2024) revenue of \$15,454,894. The primary difference is the increase in assessed property values in the current Fiscal Year 2024, which is projected to be \$946,292.

The maintenance of this tax rate for FY2025 is consistent with the recommendations of the Final Report of the "General Government Financial Sustainability Study and Financial Forecast" commissioned last year by the City and released by the consultant, Raftelis, in August, 2023. In concert with the Mayor and Council's Budget Priorities Resolution (2023-40) in May of last year, a real property tax rate increase is not proposed for next year for two primary reasons: 1) the City implemented a tax rate increase for the current FY2024 Adopted Budget, and 2) back-to-back tax rate increases may overburden the City's most vulnerable residents.

After my thorough review of the City's net financial position, I would strongly recommend against any reduction in the current real property tax rate, as that loss of revenue to the General Fund would very likely result in the City having to reduce public services, including important programs and needed capital improvement projects.

General Fund Reserve Balance Policy Goal Restored

This FY2025 Proposal returns the General Fund's Unassigned Reserve Balance to 17%, which is the Financial Policy Goal previously set by the Mayor and Council, and based on recommendations from the Government Finance Officers Association (GFOA). The 17% threshold is also consistent with the recommendation of the independent financial consultant Raftelis's Final Report, which advised that this 17% amount be achieved in FY2025 and maintained and beyond. (The current FY2024 Budget includes an Unassigned Reserve balance of 14.28%).

Personnel Level Is Stable

For the General Fund, *no additional* full-time (FTE) positions are proposed. While there is not a universal "hiring freeze" in place now nor projected for FY2025, nevertheless, some currently-vacant positions are proposed to be strategically re-purposed for other positions in FY2025 deemed to be more effective to meet the City's goals and objectives. Due to an adjustment of hours for some current seasonal and part-time positions in various departments, there is proposed to be a minor *net reduction* in overall FTE's for FY2025 of 1.98.

1

Transitions and Challenges

My theme for the FY2025 Proposed Budget is “A Bridge Forward.” The City organization, much like the community of Takoma Park itself, is transitioning and evolving forward as we contend with challenges and with an eye to the future. This budget addresses established priorities of the Mayor and Council, and the provision of needed and desired services to residents. However, in the composition of this budget, there are a number of realities that result in both less revenue and increased expenses than prior years. This includes, most prominently:

- a.) The on-going impact of unavoidable higher inflationary expenses on capital improvement projects and the procurement of necessary equipment, commodities and services;
- b.) The dwindling balance remaining in our account containing the Federal “American Rescue Plan Act” (ARPA) funds;
- c.) The increased cost of employee compensation (salaries, wages and benefits) resulting from the implementation of two newly-completed, multi-year employee collective bargaining agreements (AFSCME and UFCW Local #400), as well as needed adjustments for non-represented employees, for both the new FY2025 budget and retroactively for FY2024;
- d.) The announced reduction in Tax Duplication funds from Montgomery County;
- e.) The continued annual decline in Cable TV Fund revenues;
- f.) The continued annual decline in Speed Camera Fund revenues; and
- g.) Possible reduction by the State of Maryland for shared Highway User Revenue (HUR) funds.

The result is a proposed budget that, as in several consecutive recent years, is technically balanced, but which still contains a structural deficit in the General Fund. Proposed expenditures for FY2025 are \$32,245,760 versus projected revenues of \$30,586,928. This is a difference (deficit) of approximately \$1.6 million, and this deficit is covered by the combined assignment of \$206,997 in interest from the Library Bond Reserve, and about \$1.4 million from the Unassigned Reserve Fund that exceeded the established 17% policy threshold. Though this approach is not considered sustainable because these revenue sources fluctuate over time, it is nevertheless necessary to do so in FY2025 in order to preserve City services to the community while maintaining a level real property tax rate. My staff and I will work over the course of the next year, in preparation for the Proposed FY2026 budget, to develop strategies for returning the City to a more solid and sustainable financial footing, including less reliance on excess reserves and grants, to pay for General Fund appropriate expenditures.

Red Light Camera Fund

A new source of revenue for FY2025 is the Red Light Camera program. This program is set to begin in late April, 2024. There will be a grace period of one month, so new revenue would commence in June, 2024. Thus, we expect the receipt of this revenue for all twelve months of FY2025. The anticipated amount of this revenue is estimated to be approximately \$1.3 million. These funds are proposed to go to a special revenue reserve fund in the Police Department, not the General Fund, since the purpose of this revenue is to address public safety. The Red Light Camera

fund will begin to supplement declining revenues from the Speed Camera fund that result from reduced fines and improved driving behavior. As expenses from the Speed Camera fund are transitioned to the Red Light Camera Fund, much of the additional revenue will be applied to public safety needs next year and beyond. However, in order to pursue greater pedestrian and traffic safety, I do propose that we fund a new Transit Planner position from the Red Light Camera revenue, beginning in FY2025. This position would be placed in our Housing & Community Development Department.

Federal American Rescue Plan Act (ARPA) Funds: Continuing to Address Mayor and Council Priorities

In FY2025, the City still has the option of utilizing some of the remaining unallocated funds from the \$17.5 million Federal “American Rescue Plan Act” (ARPA) grant that it received several years ago during the pandemic. Next fiscal year, I am proposing that the City continue to use these funds to address ongoing Mayor and Council identified priorities, as well as phase out the City’s reliance on this revenue source for traditionally General Fund funded programs. This results in a smaller amount of funding, approximately 50% less than last year, that will give us the ability to bridge to a future with program funding through the City’s General Fund, with less reliance on the major one-time grant of ARPA. In FY2025, \$625,000 of General Fund expenses will be redistributed to the ARPA fund. The remainder of ARPA expenditures will continue with the City’s 5-year spending plan.

The proposed use of \$6,980,140 in ARPA funds next fiscal year to support Mayor and Council priorities include:

- Additional funds for Capital Improvement Plan Street Rehabilitation,
- Additional funds for Capital Improvement Plan Sidewalk Design and Construction,
- Continuing Support for Library Construction,
- The Community Center Atrium Renovation Project to House a New Mental Health Crisis Counselors Component and to Expand the Public Safety-Critical Police Dispatch Operation,
- Food Insecurity Program,
- Community Connectors Program,
- Community Engagement Software (“Balancing Act”), and
- Document Management Platform Program.

Additional Mayor and Council Priorities Addressed with General Fund and Special Revenue Funds

- Continued funding for Emergency Rental Assistance,
- Capital Improvement Plan Street Rehabilitation,
- Capital Improvement Plan Sidewalk Design and Construction,
- Continued funding for Small Business grants,
- Increased funding of the Equipment Replacement Reserve by \$900,000 to meet the ongoing liability of the fund for the annual purchase of necessary equipment, tools, facility needs, and vehicles (compared to \$550,000 in FY2024),
- Continued funding of \$142,000 for the City’s local supplement to State Homeowner Property Tax Credit Program,
- Contribution of \$600,000 to fund the Library Construction Contingency Reserve,
- Contribution for Community Events Grants of \$60,000,
- Funding for various Quality of Life grants,
- Funding for Recreational Scholarships,

- Contribution to the Housing Reserve Fund of \$100,000,
- Funding for Emergency Tree Removal, Summer Enrichment Program, Community Play, and Farmer’s Market grants,
- Stormwater Capital Improvement expenditures of \$230,000 for the construction, maintenance and repair of storm drains, inlets, channels, and ditches,
- Increased funding for Traffic Calming & Pedestrian Safety projects,
- Increased funding for Sidewalk Design and Construction,
- Support for the Police Department as it combats the spike in crime that has occurred this past year, including funding for bike patrol unit equipment, field radio equipment, mobile computers, and overtime for designated and additional patrols,
- Funding for a Traffic Study,
- Funding for a consultant to assist staff with developing and implementing a Performance Measurement Program, resulting in useful and meaningful metrics for the FY2026 Budget,
- Funding in the amount of \$4.2 million in Special Revenue Fund projects has been allocated for City TV equipment, lighting, auditorium repairs, and temporary relocation of employees due to the Library construction activity. Grant-supported projects for FY2025 include New Hampshire Ave. Bikeway (\$350,000), the Maple Ave. Connectivity Project (\$240,000), the Met Branch Trail Project (\$425,000), Program Open Space to add to the Capital Acquisition Fund (\$60,000), and CDBG Neighborhood Improvements for Houston Court Biofiltration Project (\$91,000). In addition, the Special Revenue Fund includes grants awarded from both State Library and Digital Inclusion totaling \$200,000, plus a \$2.5 million transfer from the Cable Fund allocated to Library construction,
- Funding for Street Light upgrades and maintenance,
- Funding towards Public Space Management Plan implementation of the initial high-priority recommendations in the Plan, and
- Funding for patron-friendly Library User software.

Budget Creation Calendar

The Proposed FY2025 Budget will be posted on the City website on April 1st and the calendar for the Budget process is presently as follows: The City Manager Presentation to the Mayor and Council and public is on April 3rd. Departmental presentations will occur on April 3rd, 10th and 15th. Public Hearings will occur on April 10th and 24th. Budget reconciliation by the Mayor and Council will occur on April 17th, 24th and 29th. Voting sessions will occur on April 29th and May 8th and 15th. The public is welcome to attend these sessions of the Mayor and Council, and to participate in the Public Hearings.

Conclusion

Despite the fiscal restraints that we face, this FY2025 Proposed Budget intends to continue programs and services that help renters, small business owners, immigrants, young people, and seniors as we strive to create a Livable Community for All. This “Bridge Forward” budgetary plan represents an opportunity to preserve the progress that the Mayor and Council has made in addressing the needs and desires of our residents, and to build upon that progress for the coming fiscal year.

Appreciation

I wish to thank the dedicated, hard-working, and professional City of Takoma Park staff who continue to deliver quality services to our residents. Special recognition goes to Finance Director Susan Cheung, Budget & Accounting Manager Ron Kawaley, and the rest of the award-winning Finance Department team, for all of their leadership, talent and hard work in preparing this Budget Proposal.

My team and I look forward to working with the Mayor and Council and our residents as you consider the Proposed Fiscal Year 2025 Budget. Thank you.

Very Respectfully,



Robert DiSpirito

City Manager

City of Takoma Park, MD

Acknowledgments

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 Talisha Searcy

Councilmember Shana Fulcher, Ward One Councilmember Cindy Dyballa, Ward Two
Councilmember Randy Gibson, Ward Three Councilmember Terry J. Seamens, Ward Four
Councilmember Cara Honzak, Ward Five Councilmember Jason Small, Ward Six

City Manager

Robert DiSpirito

Deputy City Managers

David Eubanks Andrew Bolduc

Director of Finance

Susan Cheung

Senior Leadership

Daryl Braithwaite, Director of Public Works	Antonio DeVaul, Chief of Police
Jessie Carpenter, City Clerk	Gregory Clark, Director of Recreation
Zamurd Abbas, Director of Information Systems	Jessica Jones, Library Director
Ira Kowler, Director of Housing & Community Development	Lori Cannon, Director of Human Resources
Donna Wright, Communications Director	

Budget Document Preparation

Ron Kawaley, Budget & Accounting Manager
Donna Wright, Communications Manager (Design)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Takoma Park
Maryland**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

Budget Development Process

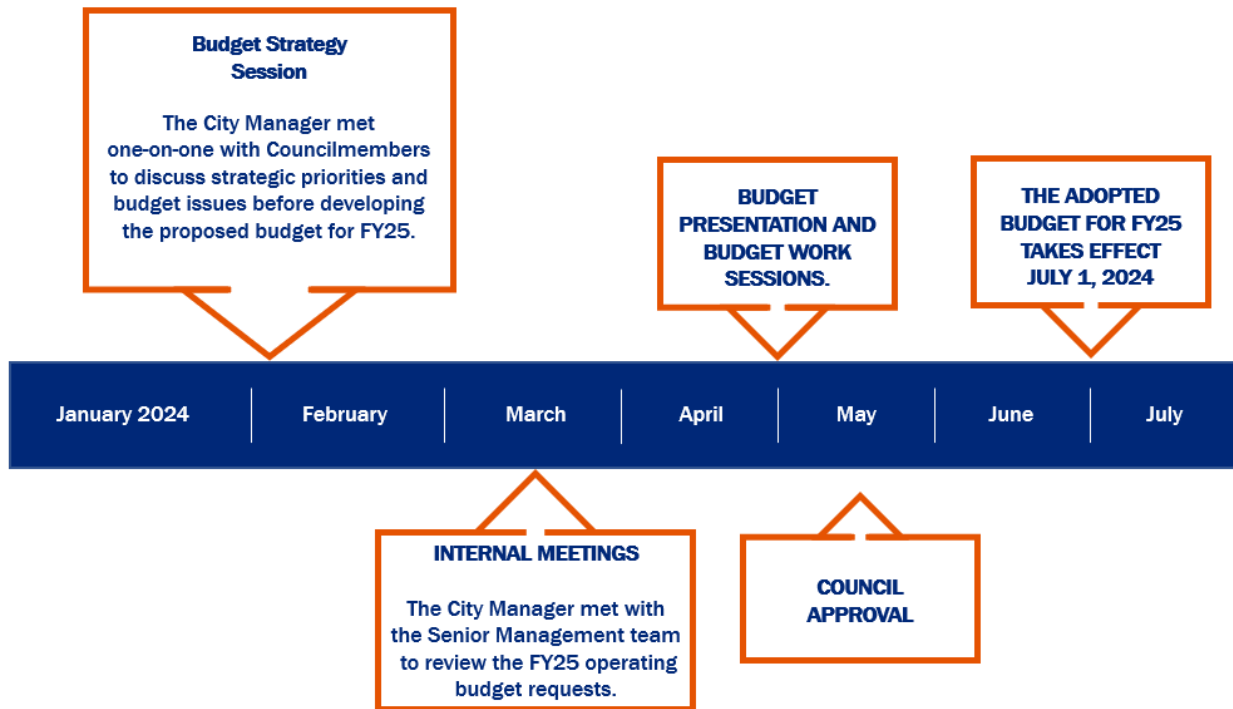
The fiscal year for the City begins on July 1 and ends on June 30. The Fiscal Year constitutes the tax year, the budget year, and the accounting year and is known by the calendar year in which it ends.

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.

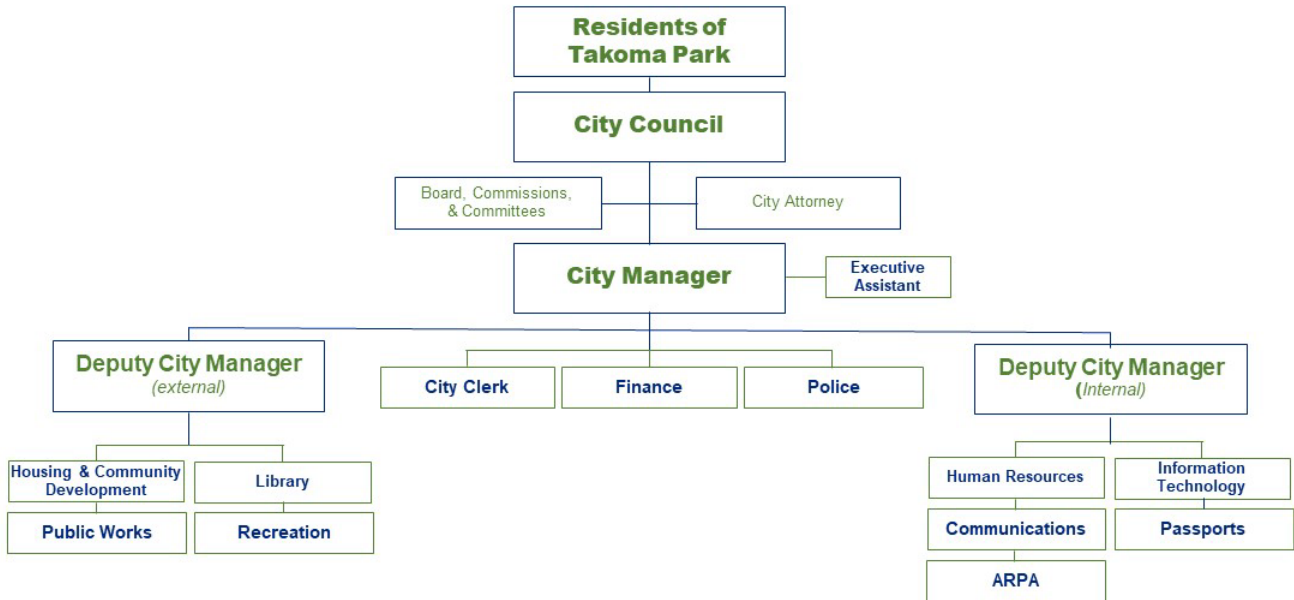
Budgetary control is maintained at the fund level. The City Manager may reallocate expenditures within the budget adopted by the Council, subject to such restrictions as the Council shall impose by ordinance. Changes in the total appropriation level for any given fund are enacted by the Council through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

Budget Introduction





City of Takoma Park
Organizational Chart



Reader's Guide to the Budget Book

This budget book presents the City of Takoma Park's Adopted Fiscal Year 2025 budget with detailed breakdowns of revenues and expenditures by Fund and by Department. An 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 of the Budget Document** section introduces the reader to the City of Takoma Park community, 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 five major funds, the General Fund, Stormwater Management Fund, Special Revenues Fund, and the Speed and Red-light Camera Fund, as well as the newly added American Rescue Plan Act 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) for Fiscal Year 2023
- Fiscal Year 2024 Adjusted Budget (the Adopted Budget adjusted for budget amendments that occurred during the fiscal year)
- Projected Fiscal Year 2024 actuals, based on year to date spending as of March 31, 2024.
- Adopted Fiscal Year 2025 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 positions and FTE count
- 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 the adjusted budget
- Fiscal Year 2025 Budget Highlights including significant changes from the prior fiscal year

- Division Budget Summaries
 - Each Division section includes:
 - Division Purpose
 - Management Objectives
 - 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 six columns, listed below:

- Actual Fiscal Year 2023: Audited actual spending from Fiscal Year 2023
- Adjusted Fiscal Year 2024: Fiscal Year 2024 Adopted Budget adjusted for budget amendments
- Projected Fiscal Year 2024: Fiscal Year 2024 projected actual spending
- Adopted Fiscal Year 2025
- Change Fiscal Year 2024 – Fiscal Year 2025: Difference between the Fiscal Year 2024 projected amount and the Fiscal Year 2025 adopted budget amount, **in dollars.**
- Change Fiscal Year 2024 – Fiscal Year 2025: Difference between the Fiscal Year 2024 projected amount and the Fiscal Year 2025 adopted budget amount, **in percentages.**

The **Inter-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 Fund, Speed and Red-light Camera Fund,** and **ARPA Fund** sections provide fund summaries, project descriptions and highlights.

The **Appendix** section contains the budget ordinance and the budget glossary, which defines the budget terms used throughout this document. It also contains a Financial Sustainability Study and Forecast Report prepared by Raftelis Financial Consultants, Inc., to evaluate the long-term financial sustainability of the City's financial operations and to help the City make informed budgetary and operational decisions.

Important Notes about the Fiscal Year 2025 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:**
 - In Fiscal Year 2024, the City provided wage increases ranging from 2-8 percent for all full-time and permanent part-time staff. *Note: Union negotiations were ongoing at the time of budget release, so the salary increase range is only an estimate.*
 - The Fiscal Year 2025 Proposed Budget includes a 4.5 percent wage increase for full-time and part-time staff. AFSCME union represented staff may be eligible to receive an additional step increase of 1.5 percent depending on total years of service. 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.*
 - Also included are ‘longevity bonuses’ for those employees that hit landmark anniversaries every 5 years, totaling \$31,403.85. The bonuses are prorated for part-time employees and include \$500 for 5 years of service; \$1,000 for 10 years of service; \$1,500 for 15 years of service; \$2,000 for 20 years of service; \$2,500 for 25 years of service; \$3,000 for 30 years of service; and \$3,500 for 35 years of service.
- **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, a 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 flat health insurance premium, a flat dental premium, and a flat vision premium for Fiscal Year 2025. *Note: Renewal rates were not received prior to the completion of the budget. A 5 percent increase was estimated based on premium trends and information received from the City’s insurance broker.*

Budget Introduction

- **Retirement:** The City contributes 7.9 percent of employees' annual pay to the Maryland State Retirement System (MSRA). The City also matches employee contributions to 457 retirement plans, up to 2 percent 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 45.58 percent of the average sworn employee's annual pay, budgeted under the Police Department fringe benefits. An assumption of 46 percent was used for Fiscal Year 2025 budgeting. Increased investment returns lead to a lower City contribution.
- **Federal Insurance Contributions (FICA) Payroll Tax:** FICA is a payroll deduction for Social Security and Medicare benefits, set at 7.65 percent of annual pay per Federal law.
- **Other Fringe Benefits:** The City also offers tuition reimbursement, training, employee assistance programs, life insurance, flexible spending accounts, COBRA, and other benefits that are budgeted in the Inter-Departmental budget.
- **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, which was decreased this year, and annual wages. The total workers' compensation amount for Fiscal Year 2025 for all Departments is budgeted at a 2.25 percent decrease compared to the Fiscal Year 2024 Inter-Departmental budget.

Budget at a Glance

<ul style="list-style-type: none">• Total revenues (all funds) of \$39,579,982.
<ul style="list-style-type: none">• Total expenditures (all funds) of \$43,675,888.
<ul style="list-style-type: none">• Total General Fund revenues of \$30,600,254.
<ul style="list-style-type: none">• Total General Fund expenditures of \$32,069,917.
<ul style="list-style-type: none">• The difference between the General Fund revenues and expenditures is \$1.5 million and is funded by the use of \$206,997 Bond Reserve, and \$1.3 million Unassigned Reserve.
<ul style="list-style-type: none">• The General Fund total fund balance stands at \$12.6 million, including \$5.2 million allocated to the Unassigned Reserve. This balance in the Unassigned Reserve accounts for 17% of the total revenue of the General Fund, aligning with the City's Reserve Policy.
<ul style="list-style-type: none">• The City's assessable real property base (net) is projected to increase by approximately \$109.9 million or 3.84 percent from FY24.
<ul style="list-style-type: none">• Real property tax rate remains the same as the last year at \$0.5522 per \$100 of assessed valuation. Real property tax revenues increase by \$946,292 compared to FY24 budgeted revenues.
<ul style="list-style-type: none">• Tax duplication ("In Lieu Of") payments from Montgomery County, with the inclusion of Police Rebate, will adjust to \$5,239,703. The payments will decrease by \$28,764 due to a County error that resulted in higher revenue in FY24 than was permitted.
<ul style="list-style-type: none">• Staffing levels have decreased by 1.48 full-time equivalents, mainly attributed to adjustments in current positions. This involves a reduction in a part-time custodian role within the Public Works department, and a decrease in seasonal and part-time positions within Recreation. In Housing and Community Development the addition of a Traffic Planner and an increase hour for the Art Coordinator position is partially offset by the removal of the Economic Development Specialist position. The additional Traffic Planner in Housing and Community Development is funded by the Red-Light Camera division.
<ul style="list-style-type: none">• Anticipated General Fund Capital Improvement expenditures of \$466,000 include: Street Rehabilitation (\$100,000), Sidewalk Design and Construction (\$100,000), Sidewalk Replace Boyd Alley apron (\$30,000), street light upgrades (\$20,000), Library <u>Useful</u> software (\$20,000), Public Space Management Plan implementation (\$20,000), and Housing and Community matching grant funds (\$176,000). The Library design and renovation is expected to be completed in FY25, and the Library Bond Reserve will be fully depleted.
<ul style="list-style-type: none">• Continued funding of \$142,000 for the City's local supplement to the State Homeowner Property Tax Credit Program.
<ul style="list-style-type: none">• Contribution of \$900,000 to replenish the Equipment Replacement Reserve. Funds totaling \$913,623 from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including nine police cars (\$657,000), body cameras and tasers (\$32,154), network router and switches (\$53,000), a roadway crack-filling machine (\$45,000), a roll-off trailer (\$91,104), and a tire changer (\$11,365).

- Contribution of \$600,000 to fund the Library Contingency Reserve.
- No fund contribution will be made to the Facility Maintenance Reserve.
- In FY25, the City will provide a total of \$60,000 to fund community events. Community events will be identified and selected via an event grant program and application.
- Another \$280,000 are set aside for additional grants and partnership programs including the Emergency Tree Removal (\$25,000), Summer Enrichment Program (\$45,000), Community Play (\$10,000), and Farmers Market Grant (\$20,000). Grant funding provided by Housing and Community Development includes the Open for Business Grant (\$50,000), Emergency Rental Assistance (\$75,000) and Community Quality of Life Grant (\$50,000).
- The City received federal funding under the American Rescue Plan Act (ARPA) totaling \$17.5 million. In FY25, \$1.9 million of the General Fund expenses will be redistributed to the ARPA Fund. This includes the New Sidewalk Design and Construction (\$200,000) and Street Rehabilitation (\$550,000). For the Community Center, funds will be used to replace HVAC control system (\$137,317), and an emergency generator (\$58,254). An additional \$1,000,000 will be funded by ARPA for the design and renovation of the Library.
- A total of \$100,000 is provided to support the Housing Reserve Fund.
- Funding in the amount of \$230,000 for Stormwater Capital Improvement expenditures for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. Projects include stormwater treatment at Albany and Baltimore Avenue (\$70,000), street runoff redirection at Garland and Davis/Jackson (\$100,000), and dead-end erosion control at Sligo Mill (\$60,000).
- Funding in the amount of \$4.2 million in Special Revenue Fund projects has been allocated for City TV equipment, lighting, auditorium repairs, and temporary relocation due to library renovation (\$350,475), CDBG Neighborhood Improvements (\$91,000), the New Hampshire Avenue Bikeway (\$350,000), Program Open Space (\$60,000), the Maple Avenue Connectivity Project (\$240,000), and the Met Branch Trail Project (\$425,000). In addition, the Special Revenue Fund includes grants awarded from State Library and Digital Inclusion totaling \$200,000 and \$2.5 million allocated to the Library construction.
- Anticipated expenditure of \$320,500 from Speed Camera & Red-Light Camera Fund. In FY25, the Red-Light Camera program will be implemented with expected additional revenue of \$1.3 million. Expenditures include the purchase of bike patrol unit equipment (\$6,000), field radio equipment (\$37,500), and mobile computers (\$27,000). Expenditures also include City Sidewalks (\$100,000), Traffic Study (\$50,000), and Traffic Calming and Pedestrian Safety (\$100,000).

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY20	Actual FY21	Actual FY22	Actual FY23	Adjusted FY24	Adopted FY25	Change FY24 - FY25
General Government	17.75	18.25	18.25	19.75	19.75	20.25	0.50
Police	64.45	64.67	64.68	61.68	61.68	61.68	-
Public Works	36.1	36.5	36.5	38.67	38.72	38.53	(0.19)
Recreation	20.53	20.96	19.98	20.7	20.31	18.90	(1.41)
Housing and Community Development	10.13	10.63	10.63	13.63	14.13	13.25	(0.88)
Communications	5.5	5.83	6.44	6.82	6.82	6.82	-
Library	11.13	11.13	11.25	11.76	11.76	11.76	-
Stormwater Management	1.15	0.75	0.75	0.75	0.75	0.75	-
Speed & Red-light Camera	3	3	3	3	3	4	1.00
American Rescue Plan Act	-	-	-	3	3	2.5	(0.50)
Total Full-Time Equivalents	169.74	171.72	171.48	179.76	179.92	178.44	(1.48)

**Note: Change in FTEs is due to the estimated part-time and seasonal hours required for Fiscal Year 2025.*

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Fund Summaries



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Financial Structure Overview

The Fiscal Year 2025 budget accounts for the City's financial activities through five primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), the Speed and Red-light Camera Fund, and this year, the American Rescue Plan Act (ARPA) 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 runoff. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management. This fund is supported by the City's stormwater utility fee.

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 and Red-light Camera Fund

The Speed Camera Fund was established in Fiscal Year 2009 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. Starting in Fiscal Year 2025, the fund will include fines from red light cameras that are planned to be installed.

American Rescue Plan Act Fund

The American Rescue Plan Act Fund was established during Fiscal Year 2022 to account for expenditures of the City's American Rescue Plan Act funding allocation. The American Rescue Plan Act provided \$350 billion to states, local, and Tribal governments through the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program to help recover from the public health and economic crisis caused by COVID-19, and the City has been allocated a total of \$17.5 million in SLFRF funds. On March 2, 2022, The City Council approved a spending plan to use these funds on projects that assist vulnerable residents and businesses, renovate City facilities and improve public infrastructure, and support city operations. Funds must be fully spent by the end of Fiscal Year 2026, and the American Rescue Plan Act Fund accounts for uses of these funds on approved projects.

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 percent 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 percent 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 suggested 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 percent 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 for Fiscal Year 2025.

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 implemented through two reading ordinances adopted by the City Council.



Overview of Reserve Funds

Section 804 of the Takoma Park City Charter outlines the provisions for reserve funds and establishes two such funds: An Emergency Reserve and an Equipment Replacement Reserve. This section of the Charter also authorizes the City Council to establish and maintain additional reserves as deemed necessary. The Council established a Facilities Maintenance Reserve in 2011 and a Housing Reserve in 2017, which continue to be maintained. Restricted Bond Reserve is set aside when bond proceeds are established for particular purposes to ensure that dedicated funds are available for future payments of the capital expenditure(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 percent 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) are included in the ERR.

The annual Capital Improvement Program (CIP) 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 facility 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 paying for the bond project only. The bond reserve requirement is established at the time of the bond issue. The bond reserve can be recalculated and replenished from the Unassigned Reserve when capital payments are made. The bond reserve will be depleted when the infrastructure projects are completed.

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, Stormwater Management Fund and three other major funds for Actual Fiscal Year 2023, Projected Fiscal Year 2024 and Adopted Fiscal Year 2025. The three major fund accounts are Speed Camera & Red-Light Camera Fund, Special Revenue Fund, and the ARPA 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.

In the Adopted Fiscal Year 25 budget, the General Fund revenue is \$30.6 million, and all other funds revenue is \$8.9 million. The total revenue of \$39.6 million is supplemented by the use of \$206,997 bond reserve and \$1.2 million from the other reserves and \$2.6 million other fund balances. The total General Fund expenditure is \$32.1 million and all other funds expenditure is \$11.6 million. The total expenditure is \$43.7 million. As a result, the total consolidated revenue and total consolidated expenditure maintain the same balance of \$43.7 million.

The Stormwater Management Fund is funded primarily by the Stormwater fee and the Speed Camera & Red-Light Camera Fund is funded by the fines collected from the speed cameras and red-light cameras. The Special Revenue fund accounts for the fund activity related to grant money from Federal, County and other sources. As of July 2022, the City received the two tranches of the Federal Aid in the amount of \$17.5 million which is placed in the ARPA Fund.

The budget for the General Fund and all other funds is 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 2024, the City has had four 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

	FY2023 Audited			FY24 Projected			FY25 Adopted		
	General	All Other	Total	General	All Other	Total	General	All Other	Total
	Fund	Funds		Fund	Funds		Fund	Funds	
Revenues									
Taxes and utility fees	19,957,045	-	19,957,045	21,455,000	-	21,455,000	21,996,186	-	21,996,186
Licenses and permits	57,415	-	57,415	76,671	2,500	79,171	59,604	2,500	62,104
Fines and forfeitures	138,790	701,412	840,202	153,000	680,000	833,000	170,000	1,850,000	2,020,000
Use of money and property	413,708	930	414,638	576,500	281,000	857,500	460,000	232,000	692,000
Charges for service	1,159,057	773,713	1,932,770	1,198,144	772,400	1,970,544	1,154,772	772,500	1,927,272
Intergovernmental	6,900,598	5,469,564	12,370,162	6,679,366	9,088,100	15,767,466	6,654,692	6,119,423	12,774,115
Miscellaneous	135,724	311,001	446,725	341,875	3,305	345,180	105,000	3,305	108,305
Total Revenues	28,762,337	7,256,620	36,018,957	30,480,556	10,827,305	41,307,861	30,600,254	8,979,728	39,579,982
Lease Proceeds	606,588	-	606,588	-	-	-	-	-	-
Proceeds from Property Sales	21,339	-	21,339	16,003	-	16,003	16,003	-	16,003
Transfer In	-	-	-	-	700,000	700,000	-	-	-
Total Resources	29,390,264	7,256,620	36,646,884	30,496,559	11,527,305	42,023,864	30,616,257	8,979,728	39,595,985
Use of Reserves	-	805,573	805,573	2,054,202	484,682	2,538,884	1,246,663	2,626,243	3,872,906
Use of Bond Reserves	1,684,542	-	1,684,542	4,418,479	-	4,418,479	206,997	-	206,997
Total (\$)	31,074,806	8,062,193	39,136,999	36,969,240	12,011,987	48,981,227	32,069,917	11,605,971	43,675,888
Expenditures									
General Government	3,823,513	171,265	3,994,778	4,873,749	206,919.00	5,080,668	4,788,886	621,562	5,410,448
Police	8,673,019	930,268	9,603,287	9,713,095	1,533,542	11,246,637	10,057,430	1,869,942	11,927,372
Public Works	5,221,282	1,423,223	6,644,505	5,838,198	982,590	6,820,788	6,262,525	658,654	6,921,179
Recreation	1,691,815	-	1,691,815	2,030,741	665,987	2,696,728	2,184,732	-	2,184,732
Housing and Community Development	1,707,152	3,903,457	5,610,609	2,536,418	1,263,282	3,799,700	2,562,859	1,645,000	4,207,859
Communications	771,561	-	771,561	874,718	-	874,718	917,374	-	917,374
Library	1,413,176	-	1,413,176	1,504,676	18,165	1,522,841	1,600,246	2,700,000	4,300,246
Multi-Departmental	1,008,181	-	1,008,181	1,871,095	-	1,871,095	1,576,357	-	1,576,357
Capital Outlay	4,102,305	1,633,980	5,736,285	6,284,886	7,341,502	13,626,388	1,379,623	4,110,813	5,490,436
Debt Service	740,711	-	740,711	741,664	-	741,664	739,885	-	739,885
Total Expenditures	29,152,715	8,062,193	37,214,908	36,269,240	12,011,987	48,281,227	32,069,917	11,605,971	43,675,888
Transfer Out	-	-	-	700,000	-	700,000	-	-	-
Total Use	29,152,715	8,062,193	37,214,908	36,969,240	12,011,987	48,981,227	32,069,917	11,605,971	43,675,888
Add to Reserve	1,922,091	-	1,922,091	-	-	-	-	-	-
Total (\$)	31,074,806	8,062,193	39,136,999	36,969,240	12,011,987	48,981,227	32,069,917	11,605,971	43,675,888

Combined Statement of Revenues, Expenditures, and Changes in Fund Balances for Fiscal Year Beginning July 1, 2024

	General Fund	Stormwater Management Fund	Special Revenue Funds	Speed & Red- light Camera Fund	ARPA Fund	Total (\$)
FY 2025 Revenues	30,600,254	775,000	2,520,695	1,932,000	3,752,033	39,579,982
FY 2025 Expenditures	32,069,917	779,040	5,334,456	1,890,442	3,602,033	43,675,888
Excess (Deficiency) of Revenues over Expenditures	(1,469,663)	(4,040)	(2,813,761)	41,558	150,000	(4,095,906)
Other Financing Sources (Uses)						
Sale of Property	16,003	-	-	-	-	16,003
Operating Transfers In (Out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	16,003	-	-	-	-	16,003
Excess (Deficiency) of Revenues and Other Financing Sources over Expenditure and Other Financing Uses	(1,453,660)	(4,040)	(2,813,761)	41,558	150,000	(4,079,903)
Fund Balance						
Beginning of year (\$)	14,088,938	161,629	3,424,160	49,632	200,345	17,924,704
End of year (\$)	12,635,278	157,589	610,399	91,190	350,345	13,844,801

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.

Changes from Proposed to Adopted FY25 Budget – General Fund

BUDGET RECONCILIATION TABLE		Amount (\$)
Proposed Revenue Total - City Manager's Proposed Budget		30,602,931
Decrease: Tax Duplication Revenue		(764)
Increase: Library Aid Revenue		14,090
Adopted Revenue Total (\$) - General Fund		30,616,257
Change in Revenue (\$) - General Fund		13,326

Proposed Expenditure Total - City Manager's Proposed Budget		32,245,760
Public Works		
Increase: Sustainability Intern 0.48 to 1.0		20,000
Recreation		
Increase: Recreation Teen Staffing (20/hrs)		19,285
Increase: Recreation Teen Staffing (benefits)		19,487
Multi-Departmental		
Increase: General Contingency		66
Capital Improvement Program		
Increase: Replace Boyd Alley apron		30,000
Equipment Replacement Reserve		
Decrease: Facilities		(195,571)
Department Personnel Cost		
Decrease: Delay in MD Paid FMLA		(69,110)
Total Expenditures Reduction (\$)		(175,843)
Adopted Expenditure Total (\$) - General Fund		32,069,917

Proposed Unassigned Fund Balance - City Manager's Proposed Budget		5,193,162
Decrease: General Fund Expenditure Increase		(19,728)
Increase: General Fund Revenue Increase		13,326
Adopted Unassigned Fund Balance (\$) - General Fund		5,186,760

Changes from Proposed to Adopted FY25 Budget – Stormwater Fund

Proposed Revenue Total - City Manager's Proposed Budget	779,438
Decrease: Delay in MD Paid FMLA	(398)
Adopted Revenue Total	779,040

Changes from Proposed to Adopted FY25 Budget – Speed and Red-light Camera Fund

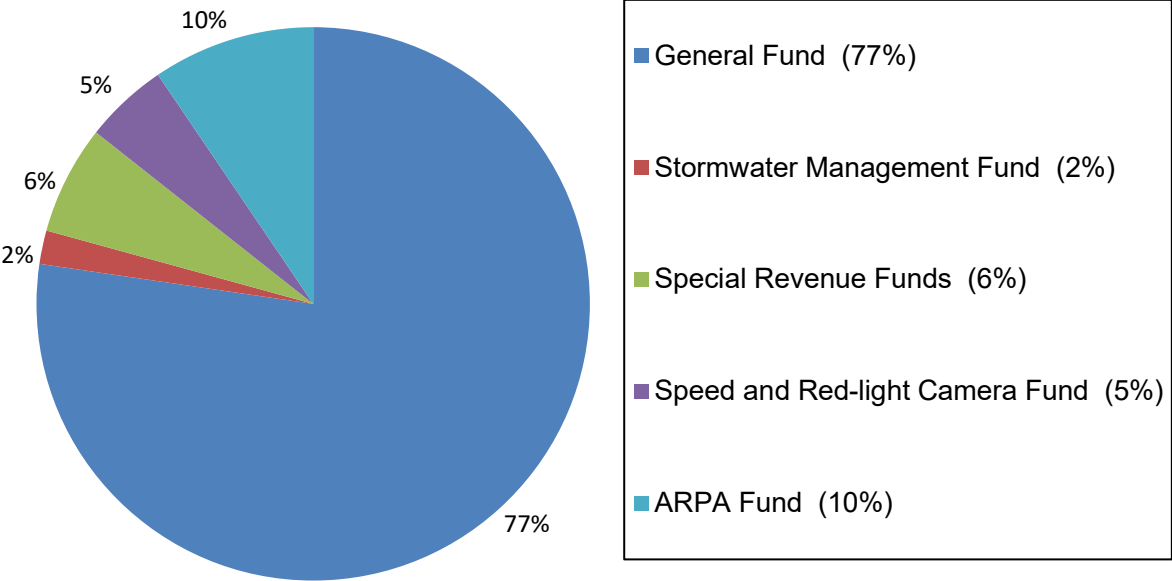
Proposed Expenditure Total - City Manager's Proposed Budget	1,892,340
Decrease: Delay in MD Paid FMLA	(1,898)
Adopted Expenditure Total (\$) - Speed and Red-light Camera Fund	1,890,442

Changes from Proposed to Adopted FY25 Budget – ARPA Fund

Proposed Expenditure Total - City Manager's Proposed Budget	2,437,640
Increase: Food Security Program	155,000
Increase: Quality of Life grants	60,000
Increase: Multi-family and energy efficiency grants	100,000
Increase: Equipment replacement - Facilities	195,571
Increase: Street maintenance	125,000
Increase: Library redevelopment	500,000
Increase: Develop and design performance measurement program	30,000
Decrease: Delay in MD Paid FMLA	(1,178)
Adopted Expenditure Total (\$) - ARPA Fund	3,602,033

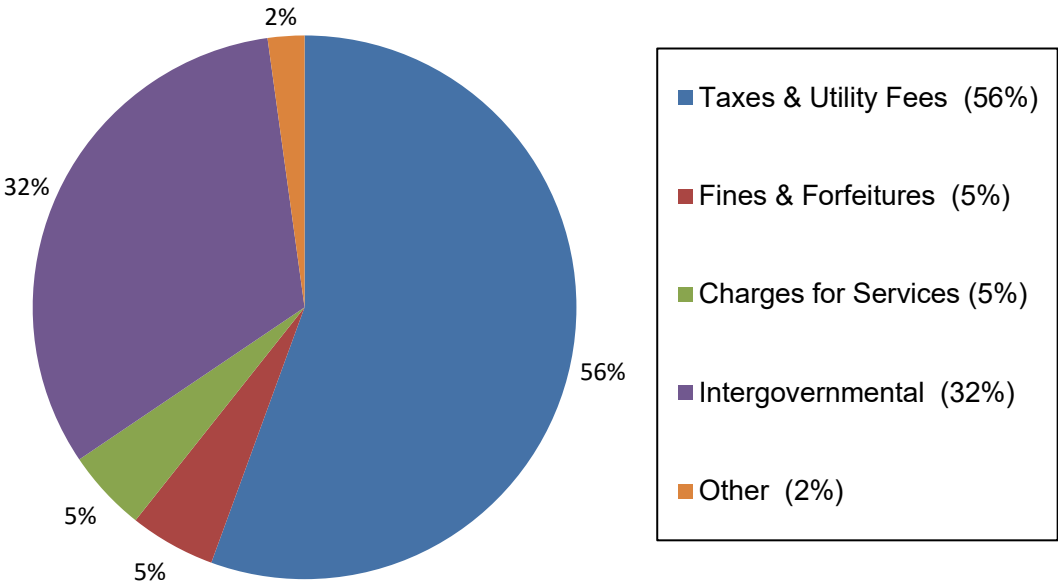
Budget Combined Revenues by Fund

TOTAL	\$39,579,982
General Fund (77%)	\$30,600,254
Stormwater Management Fund (2%)	\$775,000
Special Revenue Funds (6%)	\$2,520,695
Speed and Red-light Camera Fund (5%)	\$1,932,000
ARPA Fund (10%)	\$3,752,033



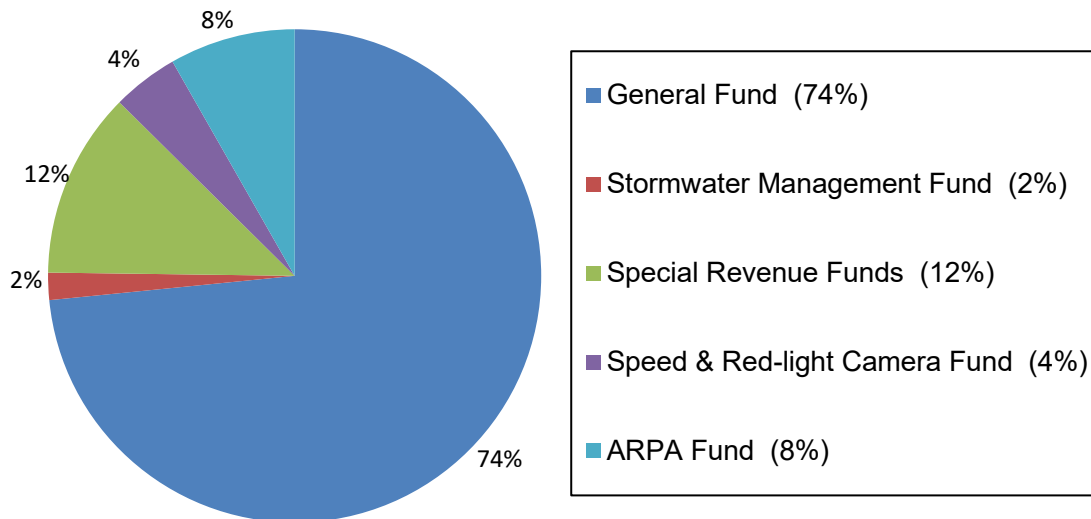
Budget Combined Revenues by Type

TOTAL	\$39,579,982
Taxes & Utility Fees (56%)	\$21,996,186
Fines & Forfeitures (5%)	\$2,020,000
Charges for Services (5%)	\$1,927,272
Intergovernmental (32%)	\$12,774,115
Other (2%)	\$862,409



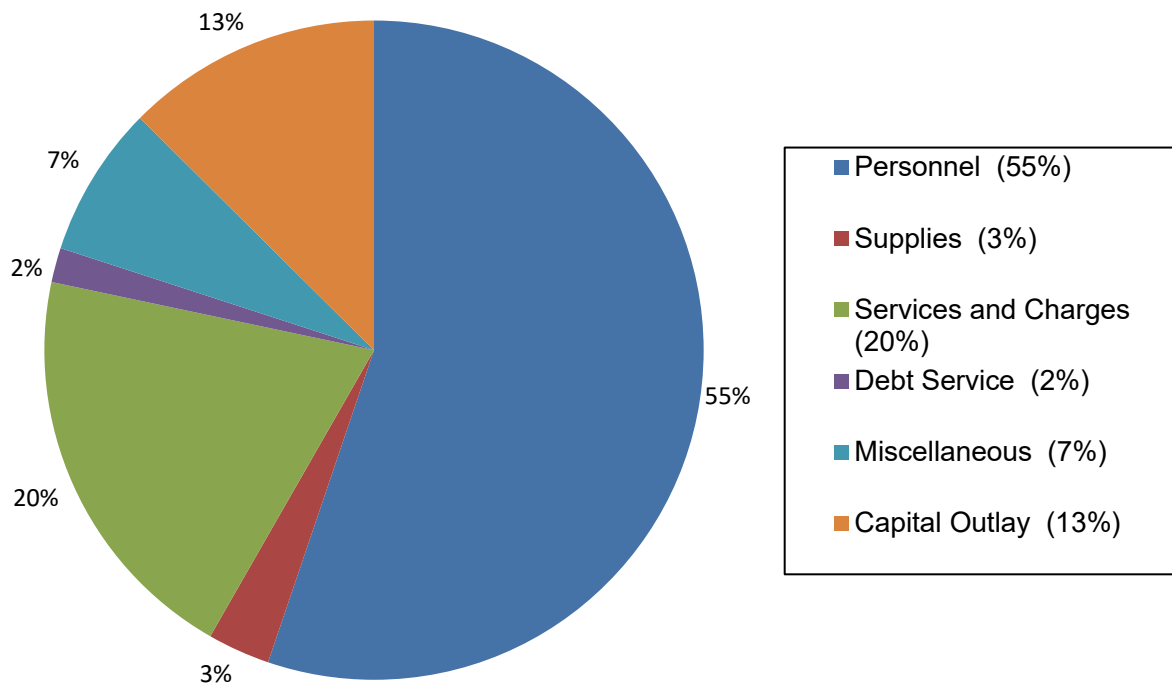
Budget Combined Expenditures by Fund

TOTAL	\$43,675,888
General Fund (74%)	\$32,069,917
Stormwater Management Fund (2%)	\$779,040
Special Revenue Funds (12%)	\$5,334,456
Speed and Red-light Camera Fund (4%)	\$1,890,442
ARPA Fund (8%)	\$3,602,033



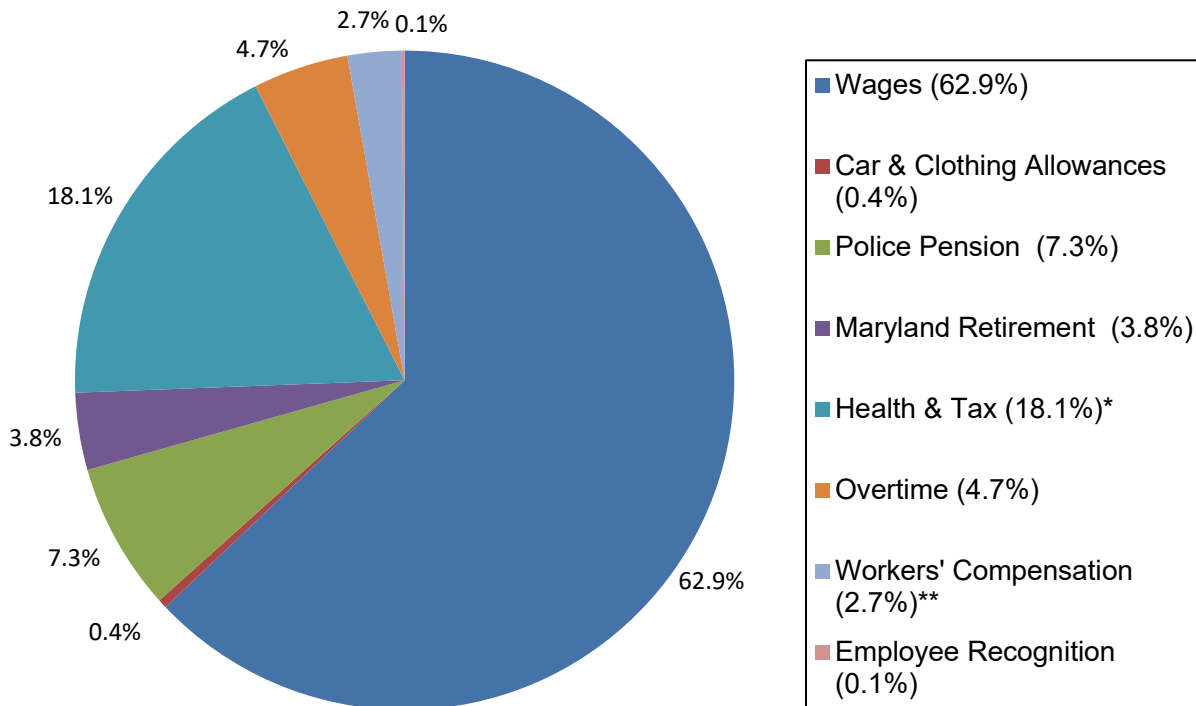
Budget Combined Expenditures by Type

Total	\$43,675,888
Personnel (55%)	\$24,116,506
Supplies (3%)	\$1,338,436
Services and Charges (20%)	\$8,753,602
Debt Service (2%)	\$739,885
Miscellaneous (7%)	\$3,237,023
Capital Outlay (13%)	\$5,490,436



Budget Combined Personnel Expenditures by Type

Personnel Subtotal	\$24,116,506
Wages (62.9%)	\$15,173,163
Car and Clothing Allowances (0.4%)	\$107,070
Police Pension (7.3%)	\$1,748,768
Maryland Retirement (3.8%)	\$912,981
Health & Tax (18.1%)*	\$4,373,217
Overtime (4.7%)	\$1,130,867
Workers' Compensation (2.7%)**	\$637,956
Employee Recognition (0.1%)	\$32,484



*Employee health benefits (provided by the City) & payroll taxes.
 **Employee insurance coverage for work-related injuries or illnesses.

General Fund Summary

	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY22	FY23	FY24	FY24	FY25	Proj. FY24 - FY25	Proj. FY24 - FY25
REVENUES							
Taxes and Utility Fees	19,067,714	19,957,045	20,679,469	21,455,000	21,996,186	541,186	2.52%
Licenses and Permits	72,085	57,415	65,704	76,671	59,604	(17,067)	(22.26%)
Fines and Forfeitures	140,273	138,790	164,000	153,000	170,000	17,000	11.11%
Use of Money and Property	(22,261)	413,707	546,000	576,500	460,000	(116,500)	(20.21%)
Charges for Service	776,884	1,159,056	1,021,272	1,198,144	1,154,772	(43,372)	(3.62%)
Intergovernmental	7,800,039	6,700,598	6,519,366	6,679,366	6,654,692	(24,674)	(0.37%)
Miscellaneous	133,771	335,727	341,875	341,875	105,000	(236,875)	(69.29%)
Total Revenues	27,968,505	28,762,337	29,337,686	30,480,556	30,600,254	119,698	0.39%
EXPENDITURES							
General Government	3,777,077	3,823,513	4,774,185	4,873,749	4,788,886	(84,863)	(1.74%)
Police	8,520,321	8,673,019	9,628,702	9,713,095	10,057,430	344,335	3.55%
Public Works	5,419,604	5,221,282	5,936,995	5,838,198	6,262,525	424,327	7.27%
Recreation	1,871,810	1,691,815	2,079,646	2,030,741	2,184,732	153,991	7.58%
Housing and Community Development	1,475,306	1,707,152	2,559,249	2,536,418	2,562,859	26,441	1.04%
Communications	683,625	771,561	887,144	874,718	917,374	42,656	4.88%
Library	1,316,273	1,413,176	1,491,232	1,504,676	1,600,246	95,570	6.35%
Multi-Departmental	1,170,784	1,008,181	1,905,869	1,871,095	1,576,357	(294,738)	(15.75%)
Capital Outlay**	1,883,864	4,102,305	6,373,131	6,284,885	1,379,623	(4,905,262)	(78.05%)
Debt Service	891,309	740,711	741,662	741,664	739,885	(1,779)	(0.24%)
Total Expenditures	27,009,973	29,152,715	36,377,815	36,269,239	32,069,917	(4,199,322)	(11.58%)
Excess (Deficiency) of Revenues over Expenditures	958,532	(390,378)	(7,040,129)	(5,788,683)	(1,469,663)	4,319,020	(74.61%)
OTHER FINANCING SOURCES (USES)							
Capital Lease	-	606,588	-	-	-	-	-
Sale of Property	18,343	21,339	5,000	16,003	16,003	-	0.00%
Operating transfers in (out)	(65,000)	-	-	(700,000)	-	700,000	(100.00%)
Total Other Financing Sources (Uses)	(46,657)	627,927	5,000	(683,997)	16,003	700,000	-
Excess (Deficiency) of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	911,875	237,549	(7,035,129)	(6,472,680)	(1,453,660)	5,019,020	(77.54%)
FUND BALANCE							
Beginning of year (\$)	19,412,194	20,324,069	20,561,618	20,561,618	14,088,938	(6,472,680)	(31.48%)
End of year (\$)	20,324,069	20,561,618	13,526,489	14,088,938	12,635,278	(1,453,660)	(10.32%)

**Note: In the Adopted Budget of FY 25, out of the total Capital Outlay of \$1.4 million, \$913,623 is funded by Equipment Replacement Reserve. The Library Construction Project is expected to be in completion by the end of 2025. The Library Bond Restricted Reserve will be completely depleted.

General Fund Balance Projection Detail

	As Of			As Of			As Of
	<u>30-Jun-23</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-24</u>	<u>Additions</u>	<u>Deletions</u>	<u>30-Jun-25</u>
Emergency Reserve	570,549	50,000	-	620,549	18,616	-	639,165
Equipment Replacement Reserve	4,155,156	550,000	1,603,228	3,101,928	900,000	913,623	3,088,305
Designated-Subsequent Years	1,222,063	-	-	1,222,063	-	-	1,222,063
Library Contingency Reserve	-	-	-	-	600,000	-	600,000
Facility Maintenance Reserve	487,904	-	104,950	382,954	-	-	382,954
Nonspendable-Prepaid, Deposits, Inventory	37,392	-	5,000	32,392	10,000	9,000	33,392
Housing Reserve	1,135,064	200,000	50,000	1,285,064	100,000	-	1,385,064
WSSC Contribution for Future Street Work	97,575	-	-	97,575	-	-	97,575
Bond Reserve (Restricted)	4,625,476	-	4,418,479	206,997	-	206,997	-
Total Reserved/Nonspendable Fund Balance (\$)	12,331,179	800,000	6,181,657	6,949,522	1,628,616	1,129,620	7,448,518
Total Unassigned Fund Balance (\$)	8,230,439	-	1,091,023	7,139,416	-	1,952,656	5,186,760
Total Fund Balance (\$)	20,561,618	-	-	14,088,938	-	-	12,635,278

General Fund Revenues

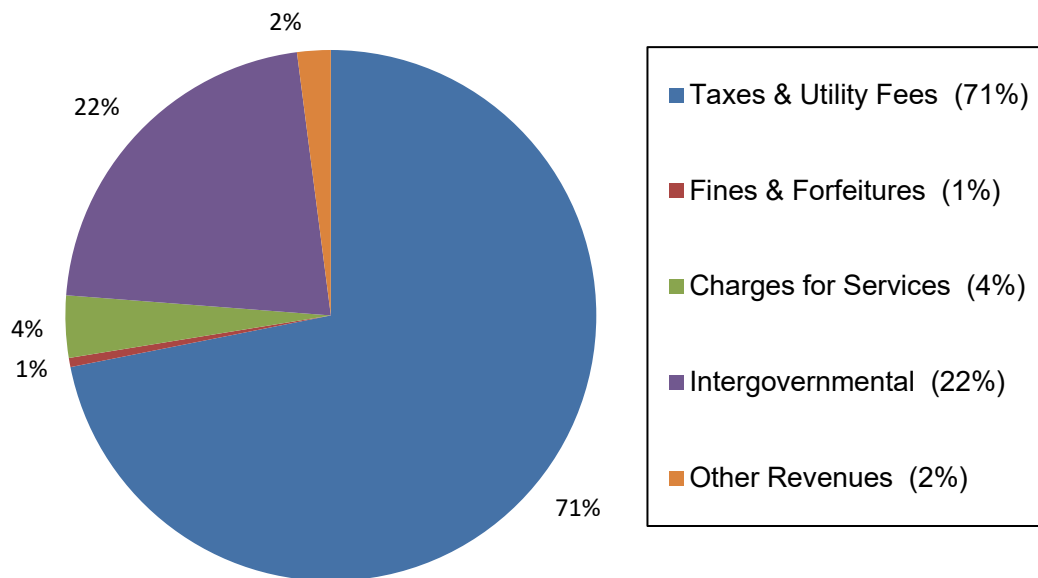
	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
						Proj. FY24 -	Proj. FY24 -
<u>REVENUES BY SOURCE</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY24</u>	<u>FY25</u>	<u>FY25</u>	<u>FY25</u>
Taxes and Utility Fees							
Real Property	13,851,969	14,437,412	15,454,894	15,990,000	16,401,186	411,186	2.57%
Personal Property	241,130	246,277	200,000	247,000	250,000	3,000	1.21%
RR and Public Utilities	221,416	234,882	240,000	240,000	250,000	10,000	4.17%
Penalties and Interest	55,297	101,137	75,000	56,000	60,000	4,000	7.14%
Admission and Amusement	94,655	112,046	95,000	112,000	115,000	3,000	2.68%
Additions and Abatements	(23,661)	(5,413)	(20,000)	(20,000)	(20,000)	-	0.00%
Highway	528,753	425,082	634,575	430,000	440,000	10,000	2.33%
Income Tax	4,098,155	4,405,622	4,000,000	4,400,000	4,500,000	100,000	2.27%
Total--Taxes and Utility Fees	19,067,714	19,957,045	20,679,469	21,455,000	21,996,186	541,186	2.52%
Licenses and Permits	72,085	57,415	65,704	76,671	59,604	(17,067)	(22.26%)
Fines and Forfeitures	140,273	138,790	164,000	153,000	170,000	17,000	11.11%
Use of Money and Property	(22,261)	413,707	546,000	576,500	460,000	(116,500)	(20.21%)
Charges for Services							
Inspection Fees	320,950	365,161	360,000	385,000	396,000	11,000	2.86%
Public Parking Facilities	65,095	82,784	65,000	82,000	83,000	1,000	1.22%
Waste Collection & Disposal Charges	53,400	60,257	63,000	80,000	83,000	3,000	3.75%
Recreation Programs and Services	254,724	538,508	444,500	561,372	501,300	(60,072)	(10.70%)
Library Fines and Fees	3,316	3,275	2,500	1,000	1,000	-	0.00%
Passport Services	45,150	62,455	45,000	45,000	45,000	-	0.00%
EV Charger	3,639	5,311	4,800	4,800	5,000	200	4.17%
Telephone Commissions	-	28	-	-	-	-	-
Special Trash Pickup	11,198	13,487	11,000	12,000	13,000	1,000	8.33%
Recyclable Sales	1,417	758	1,000	500	1,000	500	100.00%
Mulch Sales	17,995	20,560	18,000	20,000	20,000	-	0.00%
Advertising--Bus Shelters	-	6,472	6,472	6,472	6,472	-	0.00%
Total--Charges for Services	776,884	1,159,056	1,021,272	1,198,144	1,154,772	(43,372)	(3.62%)

General Fund Revenues - Continued

REVENUES BY SOURCE	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY22	FY23	FY24	FY24	FY25	Proj. FY24 - FY25	Proj. FY24 - FY25
Intergovernmental Revenues							
Police Protection (State)	420,203	589,763	430,000	590,000	610,000	20,000	3.39%
Federal Emergency/Homeland Grant	27,514	1,504	-	-	-	-	-
Revenue -ARPA	1,183,900	-	-	-	-	-	-
State & County Projects	-	80,698	-	-	-	-	-
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	-	0.00%
Library Aid	175,907	167,553	176,000	170,000	184,090	14,090	8.29%
Police Rebate	1,634,445	-	-	-	-	-	-
In Lieu of Police	2,575,799	4,020,520	4,020,520	4,020,520	4,020,521	1	0.00%
In Lieu of Roads Maintenance	761,121	804,806	864,252	864,252	889,183	24,931	2.88%
In Lieu of Parks Maintenance	74,671	93,942	98,987	98,987	102,273	3,286	3.32%
In Lieu of Crossing Guard	186,782	214,017	255,944	255,944	198,963	(56,981)	(22.26%)
Takoma/Langley Rec. Agreement	85,020	85,020	85,020	85,020	85,020	-	0.00%
Hotel Motel Tax	93,475	105,099	93,000	105,000	110,000	5,000	4.76%
Cable Franchise Fees	200,757	183,823	167,000	164,000	152,000	(12,000)	(7.32%)
Cable--Operating	374,802	348,210	323,000	320,000	297,000	(23,000)	(7.19%)
Total--Intergovernmental Revenues	7,800,039	6,700,598	6,519,366	6,679,366	6,654,693	(24,673)	(0.37%)
Miscellaneous							
Tree Fund	25,000	73,000	121,875	121,875	85,000	(36,875)	(30.26%)
Housing Fund Rebate	-	200,000	200,000	200,000	-	(200,000)	(100.00%)
Other Miscellaneous	61,750	60,267	20,000	20,000	20,000	-	0.00%
Insurance Claims	41,346	2,310	-	-	-	-	-
Federal Grant	5,675	-	-	-	-	-	-
Donations	-	150	-	-	-	-	-
Total--Miscellaneous	133,771	335,727	341,875	341,875	105,000	(236,875)	(69.29%)
General Fund Revenues (\$)	27,968,505	28,762,337	29,337,686	30,480,556	30,600,254	119,699	0.39%
Sale of Property	18,343	21,339	5,000	16,003	16,003	-	0.00%
Total General Fund Revenues (\$)	27,986,848	28,783,676	29,342,686	30,496,559	30,616,257	119,699	0.39%

General Fund Revenues by Type

TOTAL	\$30,600,254
Taxes & Utility Fees (71%)	\$21,996,186
Fines & Forfeitures (1%)	\$170,000
Charges for Services (4%)	\$1,154,772
Intergovernmental (22%)	\$6,654,692
Other Revenues (2%)	\$624,604



General Fund Revenues – Supplemental Information

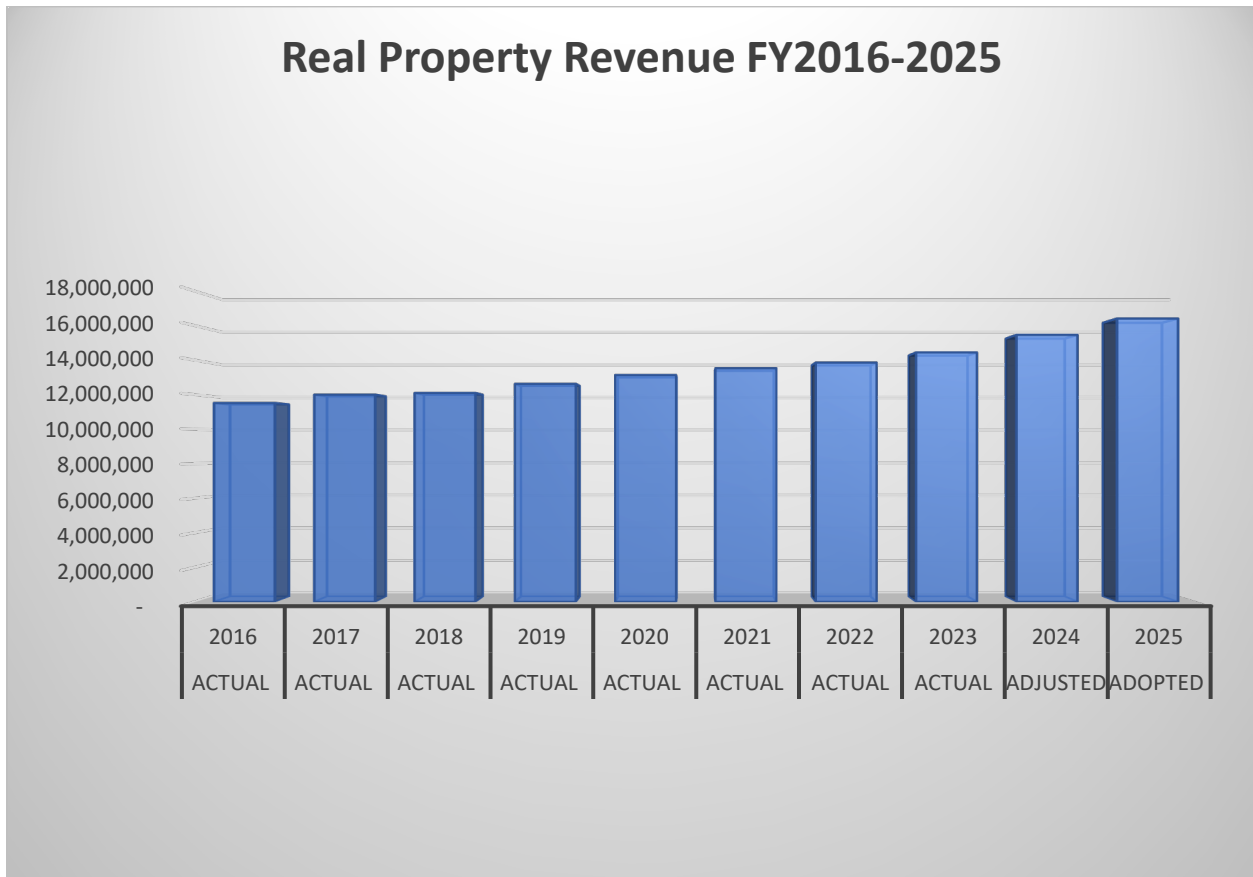
Real Property Tax

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 FY25 is \$0.5522 per \$100 of assessed valuation.

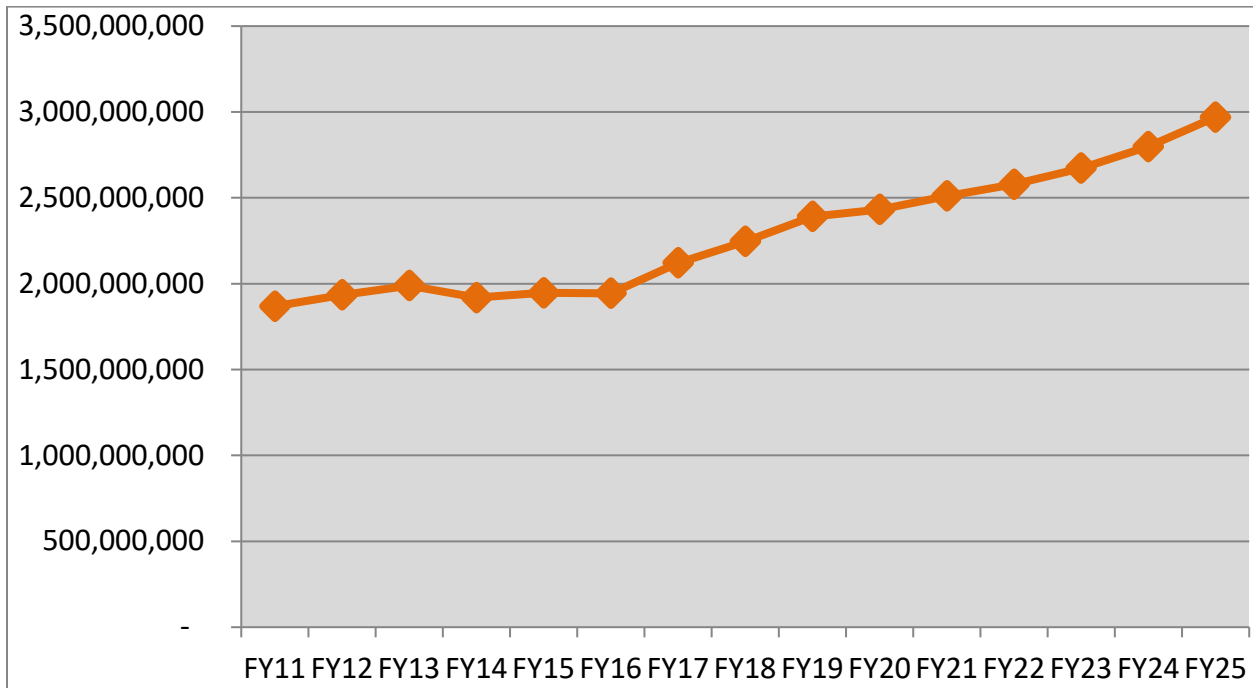
Real Property Tax Ten Year Revenue Bar Graph										
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Real Property (\$)	11,516,876	11,998,604	12,094,212	12,621,745	13,132,607	13,525,670	13,851,969	14,437,412	15,454,894	16,401,186

General Fund Revenues – 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 FY11 to FY25.

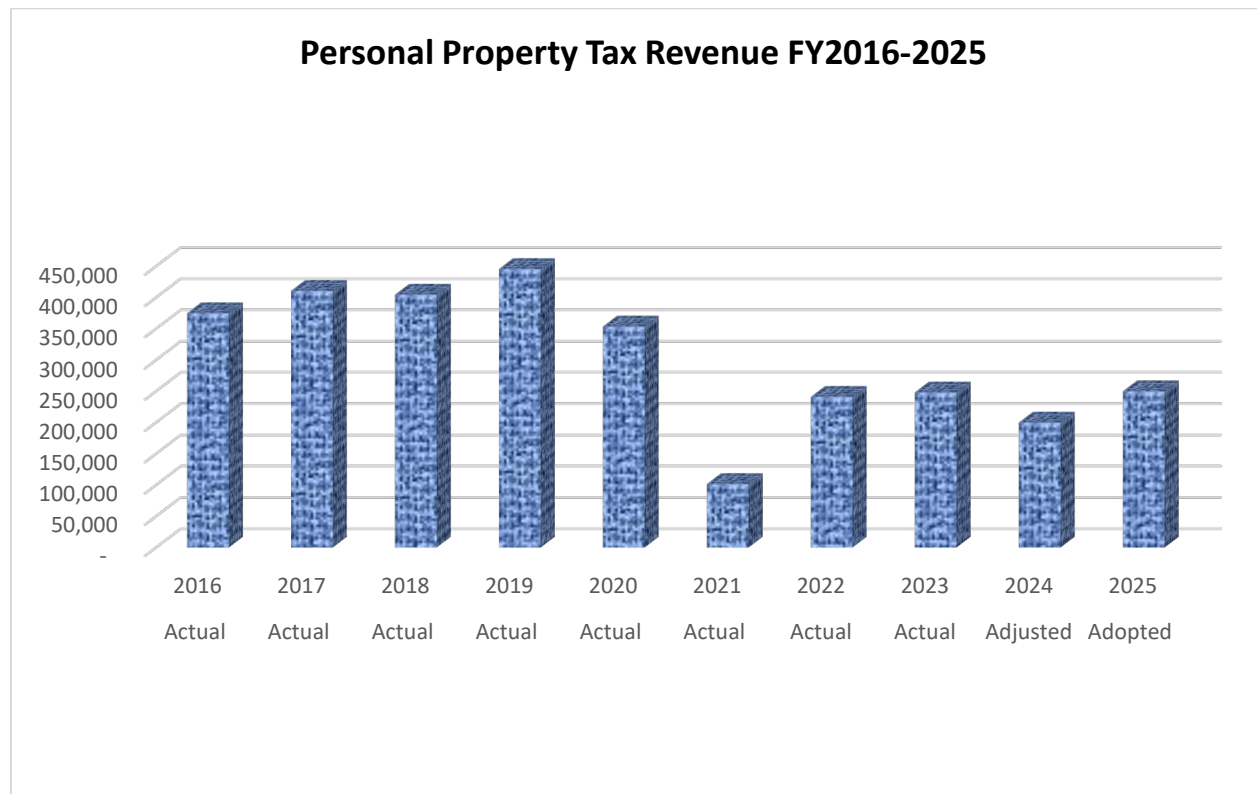


General Fund Revenues – Supplemental Information

Personal Property Tax

The City of Takoma Park’s personal property tax rate for FY25 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	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Personal Property (\$)	375,018	410,678	404,640	445,678	353,659	101,689	241,130	248,277	200,000	250,000



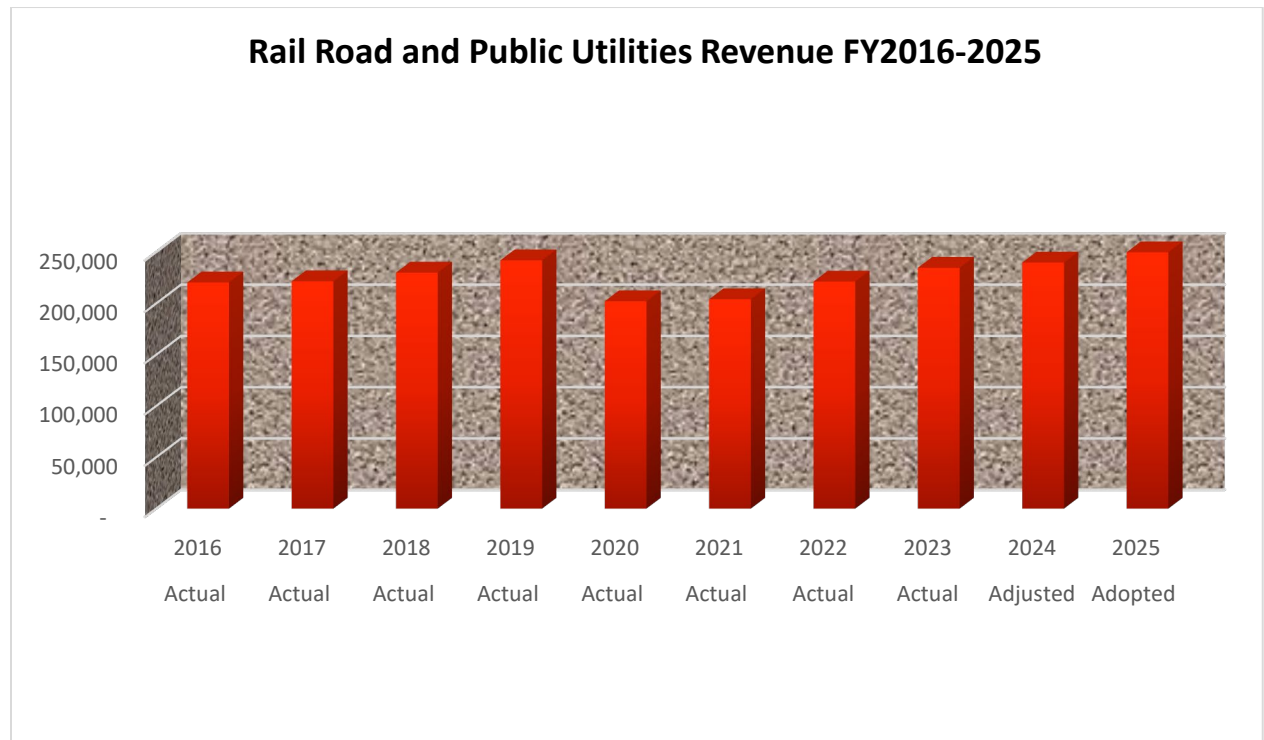
Note: The annual revenue reduction since FY20 is due to the removal of Inventory Tax.

General Fund Revenues – 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 FY25 is \$1.57 per \$100 of assessed value. The City Council sets the tax rate which has not changed since 2015 so the changes in annual revenues are based on the changes in assessed value provided by the Maryland Department of Assessment and Taxation.

Rail Road & Public Utility Ten Year Revenue Bar Graph										
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rail Road and Public Utilities (\$)	220,552	221,706	230,185	242,116	202,230	204,183	221,416	234,882	240,000	250,000



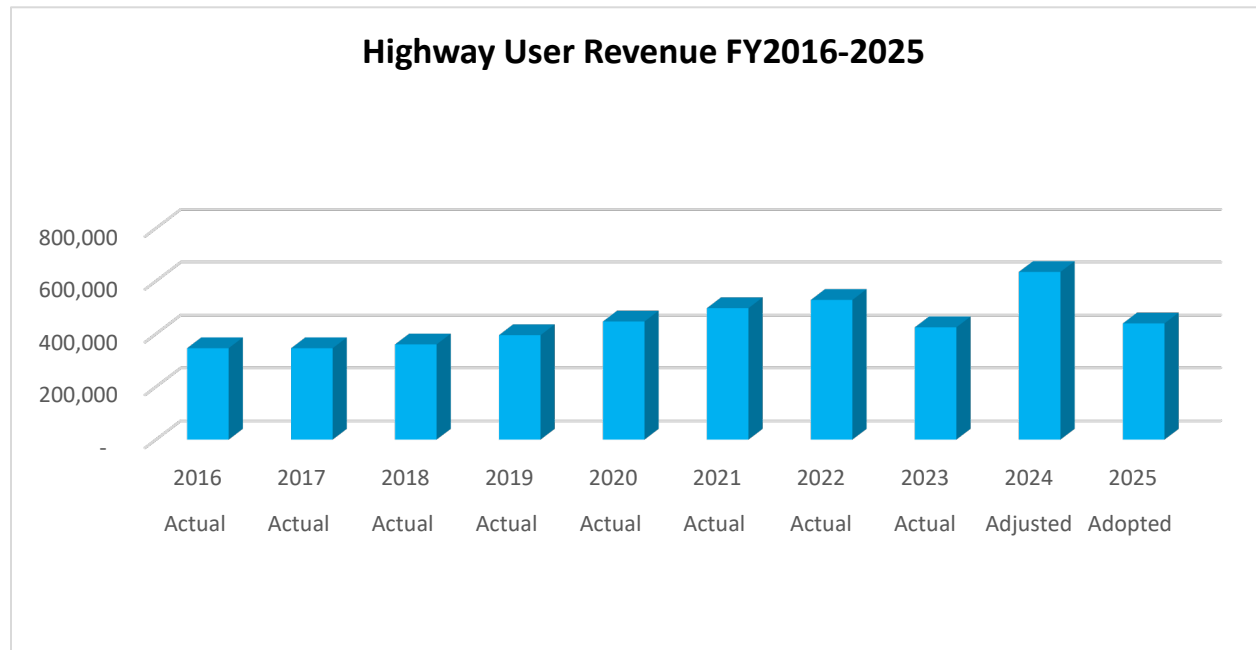
General Fund Revenues – Supplemental Information

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
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Highway User (\$)	346,015	345,873	360,336	395,435	447,113	497,613	528,753	425,082	634,575	440,000



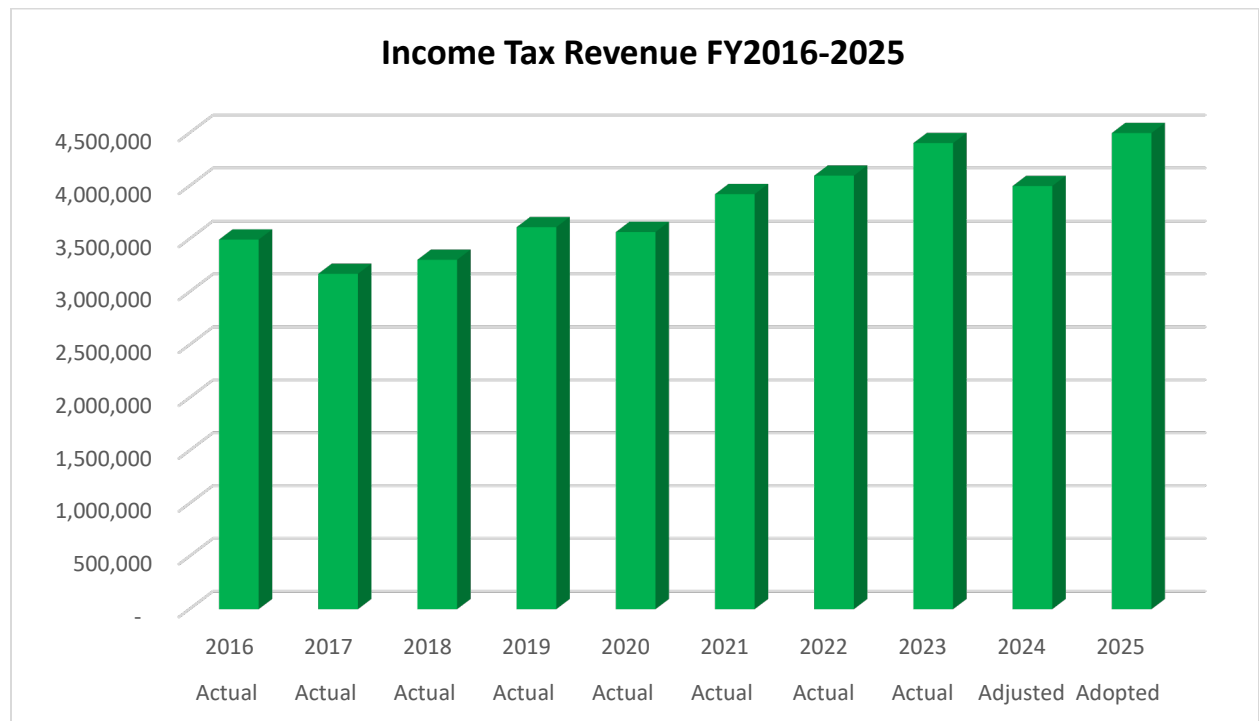
General Fund Revenues – Supplemental Information

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	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Income Tax (\$)	3,494,273	3,171,194	3,303,938	3,611,927	3,565,831	3,923,515	4,098,155	4,405,622	4,000,000	4,500,000

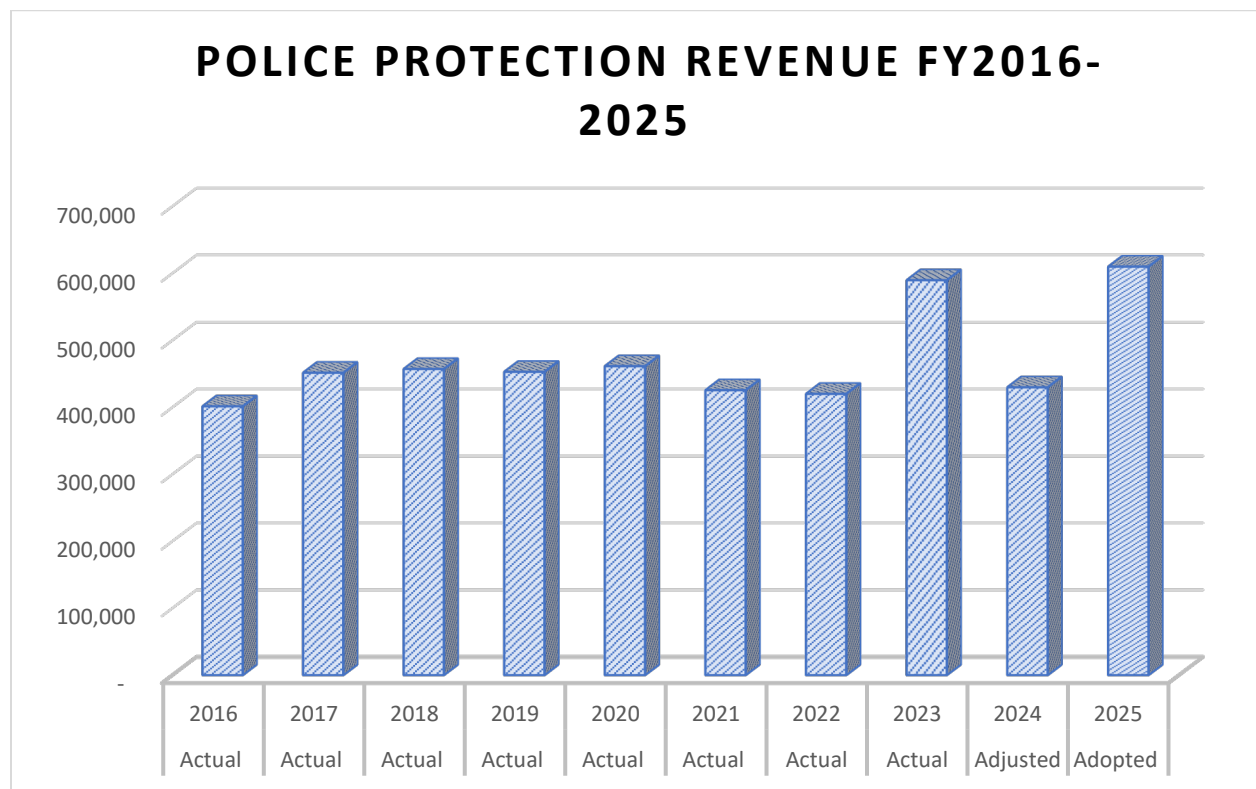


General Fund Revenues – Supplemental Information

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	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Police Protection (State) (\$)	401,570	451,694	457,251	453,058	461,499	425,637	420,203	589,763	430,000	610,000

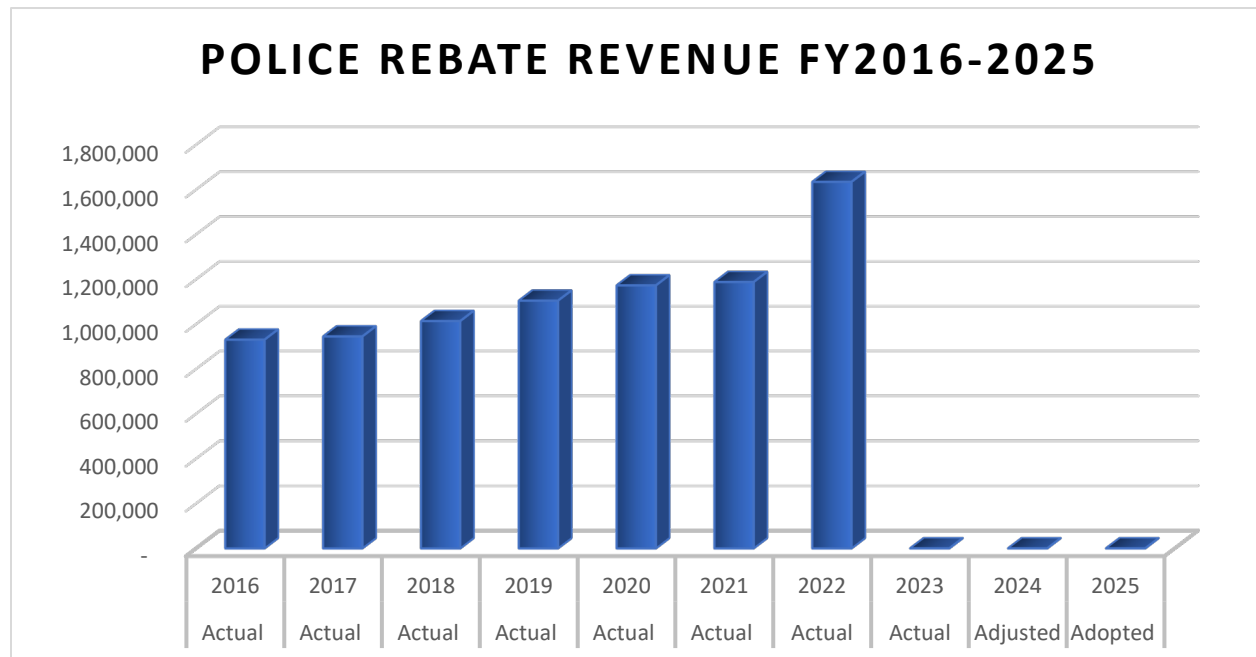


General Fund Revenues – Supplemental Information

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
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Police Rebate (\$)	930,658	945,118	1,013,685	1,104,672	1,172,721	1,187,769	1,634,445	-	-	-



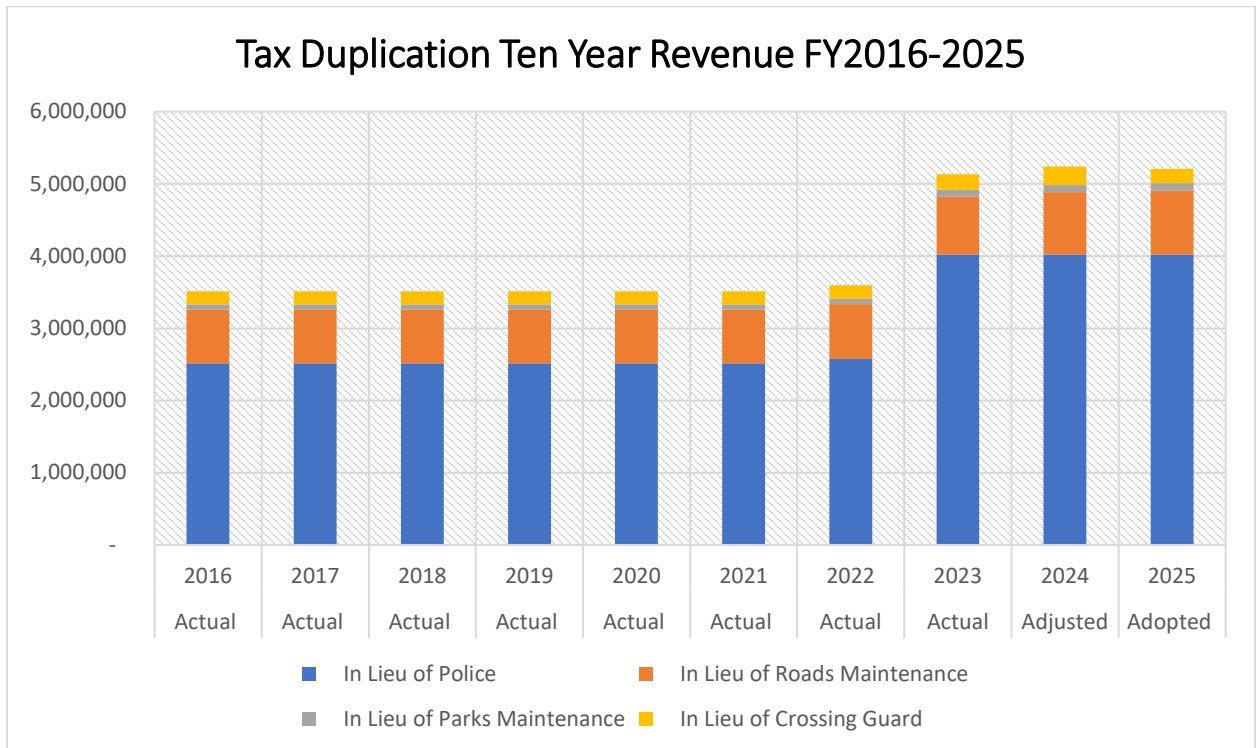
Note: The significant revenue reduction beginning in FY23 is due to the revised agreement in Tax Duplication with Montgomery County. The Police Rebate is now grouped with the In Lieu of Police revenue.

General Fund Revenues – 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. The City re-negotiated the reimbursement terms with Montgomery County starting Fiscal Year 2023.

Tax Duplication Ten Year Revenue Bar Graph										
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Adjusted 2024	Adopted 2025
In Lieu of Police (\$)	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,575,799	4,020,520	4,020,520	4,020,521
In Lieu of Roads Maintenance (\$)	743,199	743,199	743,199	743,199	743,199	743,199	761,121	804,806	864,252	889,183
In Lieu of Parks Maintenance (\$)	72,913	72,913	72,913	72,913	72,913	72,913	74,671	93,942	98,987	102,273
In Lieu of Crossing Guard (\$)	182,384	182,384	182,384	182,384	182,384	182,384	186,782	214,017	255,944	198,963



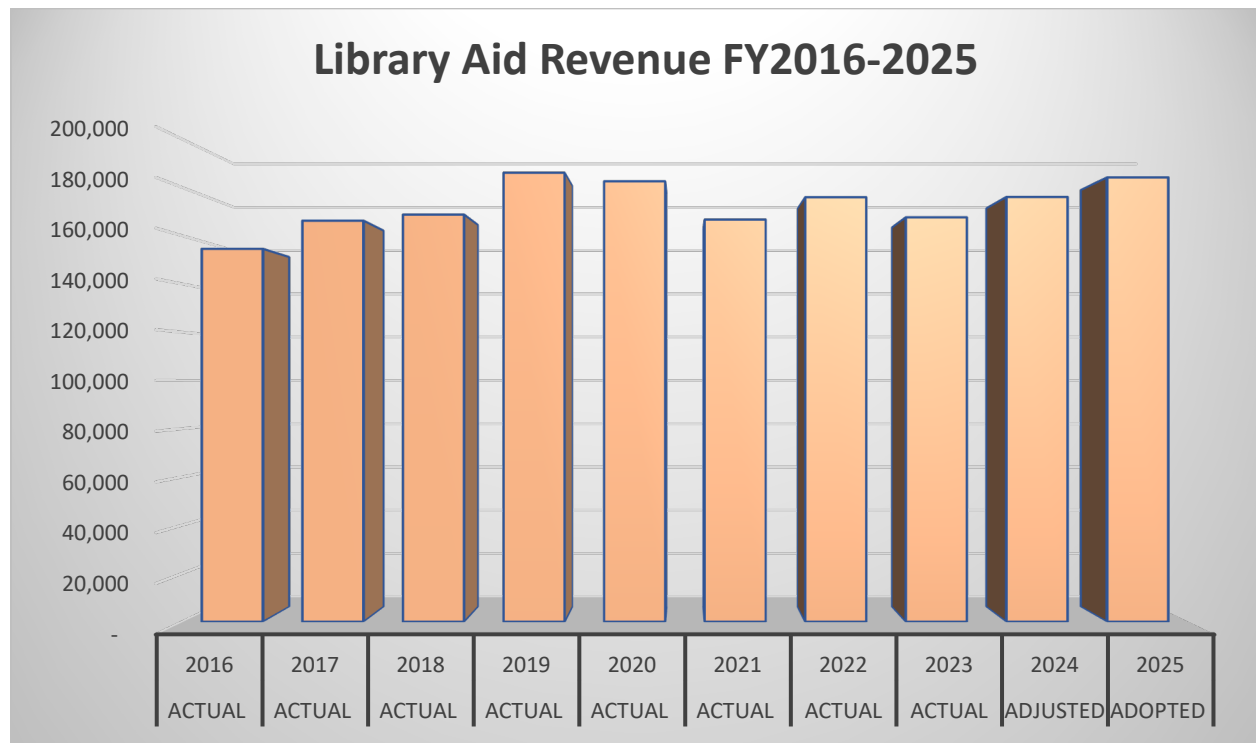
Note: The significant revenue increase beginning in FY23 is due to the revised Tax Duplication Agreement with Montgomery County. The Police Rebate is now added to the In Lieu of Police revenue.

General Fund Revenues – 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.

Library Aid Ten Year Revenue Bar Graph										
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adjusted	Adopted
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Library Aid (\$)	154,498	166,169	168,704	186,058	182,499	166,626	175,907	167,553	176,000	184,090



General Fund Revenues – Supplemental Information

FY23 Principal Property Taxpayers*

Taxpayer	Taxable Assessed Value (\$)	Rank	Percentage of Total Taxable Assessed Value
GCP TLC Propco LLC	43,022,800	1	1.51%
Saul Subsidiary I LTD Partnership	34,900,000	2	1.22%
MHP Parkview Towers LLP	33,29,263	3	1.17%
Adventist Healthcare Inc.	28,287,933	4	0.99%
Park Ritchie LLC	19,000,000	5	0.67%
Orlo Takoma LLC	17,490,067	6	0.61%
PS Atlantic Coast 2021 B LLC	15,390,200	7	0.54%
Takoma Tower LP	14,298,700	8	0.50%
Takoma Business Center LLC	11,310,167	9	0.40%
Maple View Apartments LLC	<u>10,202,100</u>	10	<u>0.36%</u>
Total	<u>\$227,191,230</u>		<u>7.96%</u>

FY23 Principal Employers**

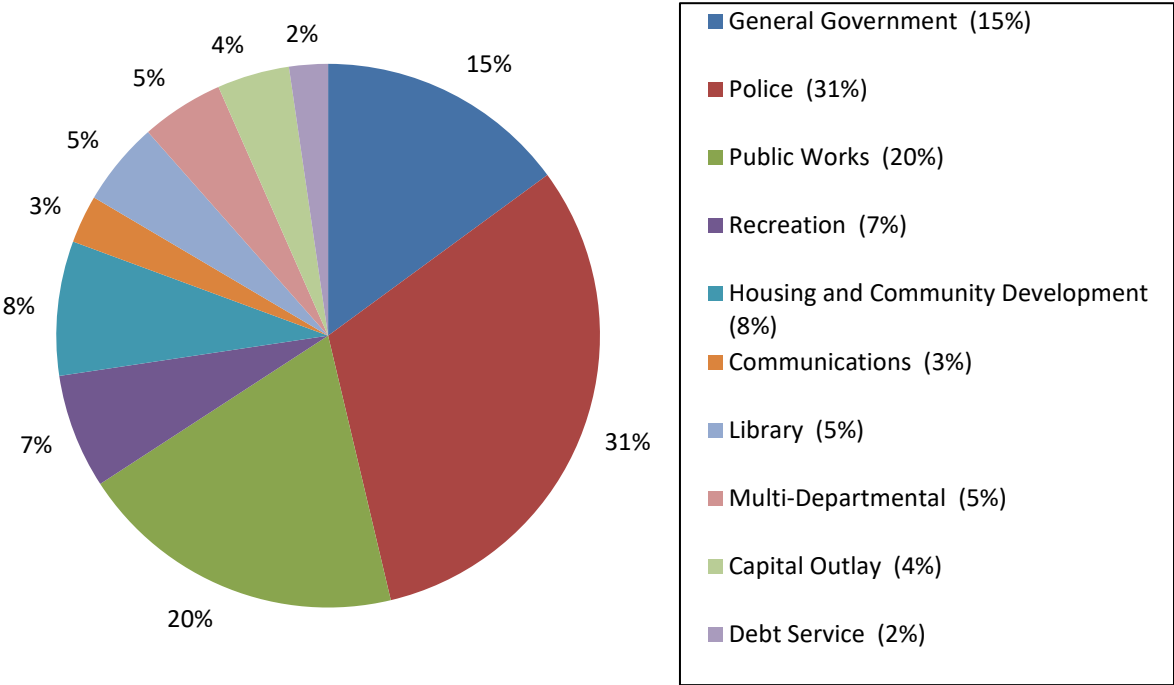
Employer	Employees	Rank	Percentage of Total City Employment
Montgomery College	775	1	13.31%
Montgomery County Public Schools	248	2	4.26%
City of Takoma Park	244	3	4.19%
Washington Adventist University	121	4	2.08%
Don Bosco Cristo Rey High School	75	5	1.29%
Takoma Park / Silver Spring Co-Op	46	6	0.79%
International House of Pancakes (IHOP)	36	7	0.62%
Taco Bell	27	8	0.46%
Chuck E. Cheese	26	9	0.45%
Mid Atlantic Seafood	<u>18</u>	10	<u>0.31%</u>
Total	<u>1,616</u>		<u>27.75%</u>

*FY23 is the most current data available. Taxable assessed value is provided by Montgomery County.

**FY23 is the most current data available. Number of employees provided by employers listed.

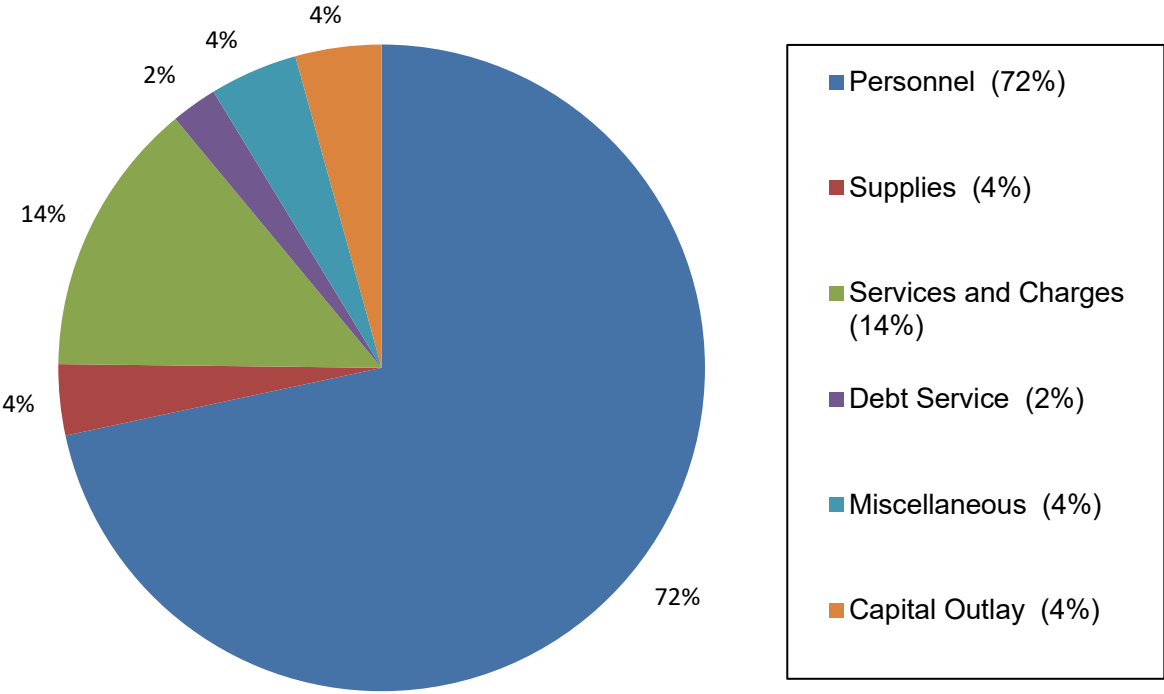
General Fund Expenditures by Activity

TOTAL EXPENDITURES	\$32,069,917
General Government (15%)	\$4,788,886
Police (31%)	\$10,057,430
Public Works (20%)	\$6,262,525
Recreation (7%)	\$2,184,732
Housing and Community Development (8%)	\$2,562,859
Communications (3%)	\$917,374
Library (5%)	\$1,600,246
Multi-Departmental (5%)	\$1,576,357
Capital Outlay (4%)	\$1,379,623
Debt Service (2%)	\$739,885



General Fund Expenditures by Type

TOTAL	\$32,069,917
Personnel (72%)	\$22,974,646
Supplies (4%)	\$1,136,936
Services and Charges (14%)	\$4,426,330
Debt Service (2%)	\$739,885
Miscellaneous (4%)	\$1,412,497
Capital Outlay (4%)	\$1,379,623



General Fund Expenditures

	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
						Proj. FY24 -	Proj. FY24 -
<u>EXPENDITURES BY DIVISION</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY24</u>	<u>FY25</u>	<u>FY25</u>	<u>FY25</u>
General Government							
1100 - Legislative							
Personnel Expenses	126,212	181,765	228,925	264,520	309,588	45,068	17.04%
Other Operating Expenses	59,446	158,162	114,265	94,565	198,244	103,679	109.64%
Division Total	185,658	339,927	343,190	359,085	507,832	148,747	41.42%
1120 – City Administration							
Personnel Expenses	613,699	719,226	787,406	842,160	919,027	76,867	9.13%
Other Operating Expenses	181,508	124,778	133,501	121,179	138,186	17,007	14.03%
Division Total	795,207	844,004	920,907	963,339	1,057,213	93,874	9.74%
1130 – Finance							
Personnel Expenses	570,098	585,352	598,945	605,041	637,606	32,565	5.38%
Other Operating Expenses	126,820	146,064	159,800	142,958	153,195	10,237	7.16%
Division Total	696,918	731,416	758,745	747,999	790,801	42,802	5.72%
1140 – Legal							
Personnel Expenses	-	-	-	-	-	-	-
Other Operating Expenses	393,979	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
Division Total	393,979	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
1150 – Information System							
Personnel Expenses	481,137	445,993	549,455	551,733	571,496	19,763	1.55%
Other Operating Expenses	288,354	337,829	358,500	335,800	353,000	17,200	1.69%
Division Total	769,491	783,822	907,955	887,533	924,496	36,963	4.16%
1160 – Human Resources							
Personnel Expenses	431,005	300,367	501,383	525,850	565,712	39,862	7.58%
Other Operating Expenses	145,317	103,722	508,461	548,103	165,051	(383,052)	(69.89%)
Division Total	576,322	404,089	1,009,844	1,073,953	730,763	(343,190)	(31.96%)
1170 – City Clerk							
Personnel Expenses	310,641	319,317	338,757	357,196	375,210	18,014	5.04%
Other Operating Expenses	60,232	22,304	25,686	20,544	17,572	(2,972)	(14.47%)
Division Total	370,873	341,621	364,443	377,740	392,782	15,042	3.98%
Total General Government	3,788,448	3,818,360	4,774,184	4,873,749	4,788,886	(84,863)	(1.74%)

Fund Summaries

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY22</u>	Audited <u>FY23</u>	Adjusted <u>FY24</u>	Projected <u>FY24</u>	Adopted <u>FY25</u>	Change (\$) Proj. FY24 - <u>FY25</u>	Change (%) Proj. FY24 - <u>FY25</u>
Police							
2100 – Office of Chief							
Personnel Expenses	829,906	868,644	786,982	803,364	835,806	32,442	1.69%
Other Operating Expenses	367,802	123,245	95,048	96,367	234,874	138,507	1.69%
Division Total	1,197,708	991,889	882,030	899,731	1,070,680	170,949	19.00%
2200 – Communications							
Personnel Expenses	551,979	652,027	685,756	689,038	751,845	62,807	9.12%
Other Operating Expenses	6,940	10,372	10,895	10,895	54,583	43,688	1.69%
Division Total	558,919	662,399	696,651	699,933	806,428	106,495	15.22%
2300 – Operations/Patrol							
Personnel Expenses	3,756,835	4,130,885	4,841,349	4,878,865	4,890,615	11,750	0.24%
Other Operating Expenses	190,305	199,817	192,295	232,800	238,724	5,924	1.69%
Division Total	3,947,140	4,330,702	5,033,644	5,111,665	5,129,339	17,674	0.35%
2400 – CID Investigations							
Personnel Expenses	1,416,585	1,679,526	1,842,044	1,843,605	1,786,266	(57,339)	(3.11%)
Other Operating Expenses	68,488	69,780	75,677	78,187	100,648	22,461	1.69%
Division Total	1,485,073	1,749,306	1,917,721	1,921,792	1,886,914	(34,878)	(1.81%)
2500 – Administration							
Personnel Expenses	740,561	697,198	793,007	782,301	812,636	30,335	3.88%
Other Operating Expenses	107,267	55,269	114,324	95,674	140,056	44,382	1.69%
Division Total	847,828	752,467	907,331	877,975	952,692	74,717	8.51%
2600 – Neighborhood Services							
Personnel Expenses	455,034	186,096	185,826	198,998	199,878	880	1.69%
Other Operating Expenses	28,616	157	5,499	3,000	11,499	8,499	1.69%
Division Total	483,650	186,253	191,325	201,998	211,377	9,379	4.64%
Total Police	8,520,318	8,673,016	9,628,702	9,713,094	10,057,429	344,335	3.55%
Public Works							
3100 – Administration							
Personnel Expenses	414,477	433,472	448,611	467,328	469,677	2,349	0.50%
Other Operating Expenses	43,471	68,997	85,184	78,007	92,298	14,291	18.32%
Division Total	457,948	502,469	533,795	545,335	561,975	16,640	3.05%

Fund Summaries

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY22</u>	Audited <u>FY23</u>	Adjusted <u>FY24</u>	Projected <u>FY24</u>	Adopted <u>FY25</u>	Change (\$) Proj. FY24 - <u>FY25</u>	Change (%) Proj. FY24 - <u>FY25</u>
3200 – Building Maintenance							
Personnel Expenses	319,040	345,529	474,618	477,635	544,542	66,907	14.01%
Other Operating Expenses	454,567	428,480	534,930	479,500	492,110	12,610	2.63%
Division Total	773,607	774,009	1,009,548	957,135	1,036,652	79,517	8.31%
3300 – Equipment Maintenance							
Personnel Expenses	305,254	288,858	327,706	337,790	359,255	21,465	6.35%
Other Operating Expenses	265,194	258,048	252,405	266,375	258,368	(8,007)	(3.01%)
Division Total	570,448	546,906	580,111	604,165	617,623	13,458	2.23%
3400 – Right of Way							
Personnel Expenses	712,481	662,523	726,633	763,105	799,334	36,229	4.75%
Other Operating Expenses	236,188	226,784	250,840	237,440	280,849	43,409	18.28%
Division Total	948,669	889,307	977,473	1,000,545	1,080,183	79,638	7.96%
3500 – Solid Waste							
Personnel Expenses	856,620	835,935	856,328	892,160	951,977	59,817	6.70%
Other Operating Expenses	453,661	348,769	421,899	392,948	417,586	24,638	6.27%
Division Total	1,310,281	1,184,704	1,278,227	1,285,108	1,369,563	84,455	6.57%
3600 – Sustainability							
Personnel Expenses	175,159	59,385	144,097	128,315	198,202	69,887	54.47%
Other Operating Expenses	183,816	196,749	191,637	106,803	236,415	129,612	121.36%
Division Total	358,975	256,134	335,734	235,118	434,617	199,499	84.85%
3700 – Vegetation Management							
Personnel Expenses	380,905	366,532	402,900	455,694	435,750	(19,944)	(4.38%)
Other Operating Expenses	30,153	55,645	80,020	79,950	91,042	11,092	13.87%
Division Total	411,058	422,177	482,920	535,644	526,792	(8,852)	(1.65%)
3800 – Urban Forest							
Personnel Expenses	116,470	141,932	117,650	131,801	126,265	(5,536)	(4.20%)
Other Operating Expenses	233,823	144,364	229,175	176,829	193,851	17,022	9.63%
Division Total	350,293	286,296	346,825	308,630	320,116	11,486	3.72%

Fund Summaries

<u>EXPENDITURES BY DIVISION</u>	Audited <u>FY22</u>	Audited <u>FY23</u>	Adjusted <u>FY24</u>	Projected <u>FY24</u>	Adopted <u>FY25</u>	Change (\$) Proj. FY24 - <u>FY25</u>	Change (%) Proj. FY24 - <u>FY25</u>
3900 – City Engineer							
Personnel Expenses	170,439	146,945	178,861	179,770	190,104	10,334	5.75%
Other Operating Expenses	67,881	212,346	213,501	186,747	124,901	(61,846)	(33.12%)
Division Total	238,320	359,291	392,362	366,517	315,005	(51,512)	(14.05%)
Total Public Works	5,419,599	5,221,293	5,936,995	5,838,197	6,262,526	424,329	7.27%
Recreation							
4100 – Administration							
Personnel Expenses	500,996	412,395	459,819	449,751	462,261	12,510	2.78%
Other Operating Expenses	83,812	63,786	96,339	88,428	89,040	612	0.69%
Division Total	584,808	476,181	556,158	538,179	551,301	13,122	2.44%
4200 – Youth Outreach							
Personnel Expenses	165,104	130,745	132,063	134,201	166,770	32,569	24.27%
Other Operating Expenses	31,454	22,897	54,050	52,045	55,131	3,086	5.93%
Division Total	196,558	153,642	186,113	186,246	221,901	35,655	19.14%
4300 – Recreation Center							
Personnel Expenses	194,679	182,687	207,568	209,206	220,716	11,510	5.50%
Other Operating Expenses	23,120	35,547	51,750	51,500	58,269	6,769	13.14%
Division Total	217,799	218,234	259,318	260,706	278,985	18,279	7.01%
4400 – Community Programs							
Personnel Expenses	131,820	112,757	173,202	175,527	187,436	11,909	6.78%
Other Operating Expenses	42,518	50,746	67,275	67,275	68,596	1,321	1.96%
Division Total	174,338	163,503	240,477	242,802	256,032	13,230	5.45%
4500 – Facilities and Athletic Fields							
Personnel Expenses	-	-	-	-	-	-	-
Other Operating Expenses	71,796	78,689	91,700	91,700	95,534	3,834	4.18%
Division Total	71,796	78,689	91,700	91,700	95,534	3,834	4.18%
4600 – Camps							
Personnel Expenses	94,458	131,191	98,401	99,370	113,407	14,037	14.13%
Other Operating Expenses	6,005	28,606	46,890	46,890	49,327	2,437	5.20%
Division Total	100,463	159,797	145,291	146,260	162,734	16,474	11.26%

Fund Summaries

EXPENDITURES BY DIVISION	Audited FY22	Audited FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj. FY24 - FY25	Change (%) Proj. FY24 - FY25
4700 – Before/ After School Program							
Personnel Expenses	121,873	99,380	121,906	122,875	131,521	8,646	7.04%
Other Operating Expenses	4,859	7,290	16,350	16,350	16,677	327	2.00%
Division Total	126,732	106,670	138,256	139,225	148,198	8,973	6.45%
4800 – Community Center							
Personnel Expenses	318,561	243,380	333,933	337,124	345,544	8,420	2.50%
Other Operating Expenses	85,370	91,717	128,400	88,499	124,501	36,002	40.68%
Division Total	403,931	335,097	462,333	425,623	470,045	44,422	10.44%
Total Recreation	1,876,425	1,691,813	2,079,646	2,030,741	2,184,731	153,990	7.58%
Housing and Community Development							
5400 – Planning and Development Services							
Personnel Expenses	303,207	214,143	383,965	385,283	391,430	6,147	1.60%
Other Operating Expenses	96,548	52,380	136,690	104,989	52,950	(52,039)	(49.57%)
Division Total	399,755	266,523	520,655	490,272	444,380	(45,892)	(9.36%)
5500 – HCD Administration							
Personnel Expenses	183,060	274,147	388,177	393,510	400,815	7,305	1.86%
Other Operating Expenses	24,638	42,950	83,000	72,900	74,176	1,276	1.75%
Division Total	207,698	317,097	471,177	466,410	474,991	8,581	1.84%

Fund Summaries

	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
						Proj. FY24	Proj. FY24
EXPENDITURES BY DIVISION	FY22	FY23	FY24	FY24	FY25	FY25	FY25
5600 – Economic Development							
Personnel Expenses	113,704	106,447	127,658	127,658	161,810	34,152	26.75%
Other Operating Expenses	101,664	100,425	176,880	169,500	166,700	(2,800)	(1.65%)
Division Total	215,368	206,872	304,538	297,158	328,510	31,352	10.55%
5700 – Arts and Humanities							
Personnel Expenses	67,363	71,361	83,202	85,955	82,230	(3,725)	(4.33%)
Other Operating Expenses	11,407	17,731	30,350	30,100	21,150	(8,950)	(29.73%)
Division Total	78,770	89,092	113,552	116,055	103,380	(12,675)	(10.92%)
5800 – Housing and Community Services							
Personnel Expenses	294,579	220,527	419,570	450,559	509,115	58,556	13.00%
Other Operating Expenses	279,134	330,597	422,504	413,001	387,300	(25,701)	(6.22%)
Division Total	573,713	551,124	842,074	863,560	896,415	32,855	3.80%
5900 – Housing and Community Services							
Personnel Expenses	-	258,805	259,852	261,963	276,083	14,120	5.39%
Other Operating Expenses	-	17,636	47,401	41,000	39,100	(1,900)	(4.63%)
Division Total	-	276,441	307,253	302,963	315,183	12,220	4.03%
Total Housing and Community Development	1,475,304	1,707,149	2,559,249	2,536,418	2,562,859	26,441	1.04%
Communications/Media							
6000 – Communications/Media							
Personnel Expenses	522,253	557,268	663,009	653,278	703,810	50,532	7.74%
Other Operating Expenses	162,805	214,293	224,135	221,440	213,564	(7,876)	(3.56%)
Division Total	685,058	771,561	887,144	874,718	917,374	42,656	4.88%
Total Communications/Media	685,058	771,561	887,144	874,718	917,374	42,656	4.88%
Library							
7000 – Library							
Personnel Expenses	1,084,356	1,147,791	1,185,729	1,201,163	1,276,390	75,227	6.26%
Other Operating Expenses	117,330	130,586	169,904	169,905	169,514	(391)	(0.23%)
Division Total	1,201,686	1,278,377	1,355,633	1,371,068	1,445,904	74,836	5.46%
7200 – Computer Center							
Personnel Expenses	115,211	132,818	133,099	131,109	152,841	21,732	16.58%
Other Operating Expenses	1,287	1,981	2,500	2,500	1,501	(999)	(39.96%)
Division Total	116,498	134,799	135,599	133,609	154,342	20,733	15.52%
Total Library	1,318,184	1,413,176	1,491,232	1,504,677	1,600,246	95,569	6.35%
Personnel Total	17,945,761	18,343,349	20,988,392	21,394,801	22,312,969	918,168	4.29%
Operating Exp Total	5,137,575	4,953,019	6,368,760	5,976,793	6,061,082	84,289	1.41%
Departmental Total	23,083,336	23,296,368	27,357,152	27,371,594	28,374,051	1,002,457	3.66%

Fund Summaries

	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
						Proj. FY24	Proj. FY24
						-	-
<u>EXPENDITURES BY DIVISION</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY24</u>	<u>FY25</u>	<u>FY25</u>	<u>FY25</u>
Inter-Departmental							
Workers Compensation	549,273	511,753	614,100	607,577	613,956	6,379	1.05%
Other Fringe Benefits	58,545	59,101	79,000	79,000	50,720	(28,280)	(35.80%)
Recognition Non-Cash	4,189	166	8,000	8,000	28,000	20,000	250.00%
Training	4,000	987	6,000	6,000	6,000	-	0.00%
Tuition Reimbursement	3,672	6,181	8,000	14,523	13,500	(1,023)	(7.04%)
Litigation Hearing	-	-	2,600	-	2,500	2,500	-
Emergency Supplies	-	938	2,500	2,280	1,000	(1,280)	(56.14%)
General Insurance	156,943	186,404	198,560	201,606	220,600	18,994	9.42%
General Contingency	-	-	145,109	145,109	153,081	7,972	5.49%
Legal Contingency (NDC)	-	-	500,000	500,000	-	(500,000)	(100.00%)
Community Festivals	3,390	15,000	17,000	17,000	60,000	43,000	252.94%
Fourth of July Expenses	-	20,000	20,000	20,000	-	(20,000)	(100.00%)
Provision for Allowance	911	(24,047)	5,000	5,000	5,000	-	0.00%
Fees, Penalty & Bad Debt Expense	11,408	-	-	-	-	-	-
Covid-19 Emergency Assist Expenditures	200	-	-	-	-	-	-
Grants-HCD	200,602	-	-	-	180,000	180,000	-
Grants-PW	-	26,935	20,000	20,000	25,000	5,000	25.00%
Partnership Program-HCD	-	20,000	-	-	20,000	20,000	-
Partnership Program-REC	-	55,481	55,000	55,000	55,000	-	0.00%
Housing Fund Expenditures	30,000	10,000	50,000	50,000	-	(50,000)	(100.00%)
Supplemental Tax Rebate Program	-	-	35,000	-	-	-	-
Tax Rebate Program	128,331	124,432	140,000	140,000	142,000	2,000	1.43%
Total Inter-Departmental	1,151,464	1,013,331	1,905,869	1,871,095	1,576,357	(294,738)	(15.75%)
Capital Outlay							
Capital Outlay	1,883,864	4,102,305	6,373,131	6,284,887	1,379,623	(4,905,264)	(78.05%)
Debt Service							
Debt Service	891,309	740,711	741,663	741,663	739,885	(1,778)	(0.24%)
Transfer to Other Funds							
Transfer to Other Funds	-	-	-	700,000	-	(700,000)	(100.00%)
General Fund Total Expenditures	27,009,973	29,152,715	36,377,815	36,969,239	32,069,917	(4,899,322)	(13.25%)

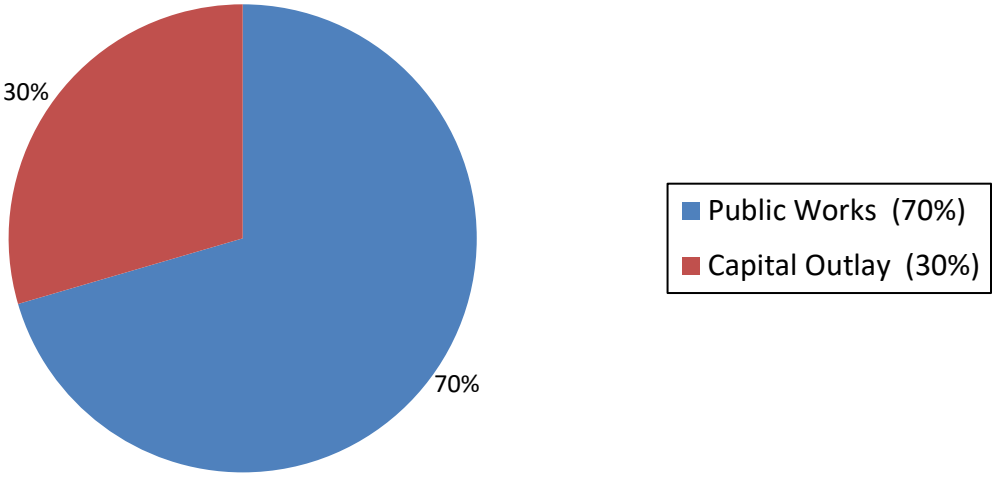
Stormwater Management Fund Summary

	Audited	Audited	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY24</u>	<u>FY25</u>	<u>Proj. FY24</u> <u>- FY25</u>	<u>Proj. FY24</u> <u>- FY25</u>
<u>REVENUES</u>							
Licenses and Permits	5,331	2,203	2,500	2,500	2,500	-	0.00%
Charges for Service	746,369	773,713	775,500	772,400	772,500	100	0.01%
Miscellaneous	5,171	2,350	-	-	-	-	-
Total Revenues	756,871	778,266	778,000	774,900	775,000	100	0.01%
<u>EXPENDITURES</u>							
Public Works	552,760	423,223	669,781	664,084	549,040	(115,044)	(17.32%)
Capital outlay	143,098	590,840	433,000	433,000	230,000	(203,000)	(46.88%)
Total Expenditures	695,858	1,014,063	1,102,781	1,097,084	779,040	(318,044)	(28.99%)
Excess (Deficiency) of Revenues over Expenditures	61,013	(235,797)	(324,781)	(322,184)	(4,040)	318,144	(98.75%)
<u>OTHER FINANCING SOURCES (USES)</u>							
Operating Transfers In (Out)	65,000.00	-	-	-	-	-	-
Total Other Financing Sources (Uses)	65,000.00	-	-	-	-	-	-
Excess (Deficiency) of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	126,013	(235,797)	(324,781)	(322,184)	(4,040)	318,144	(98.75%)
<u>FUND BALANCE</u>							
Beginning of year	593,597	719,610	483,813	483,813	161,629	(322,184)	(66.59%)
End of year	719,610	483,813	159,032	161,629	157,589	(4,040)	(2.50%)

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

Stormwater Management Fund Expenditure by Activity

TOTAL EXPENDITURES	\$779,040
Public Works (70%)	\$549,040
Capital Outlay (30%)	\$230,000



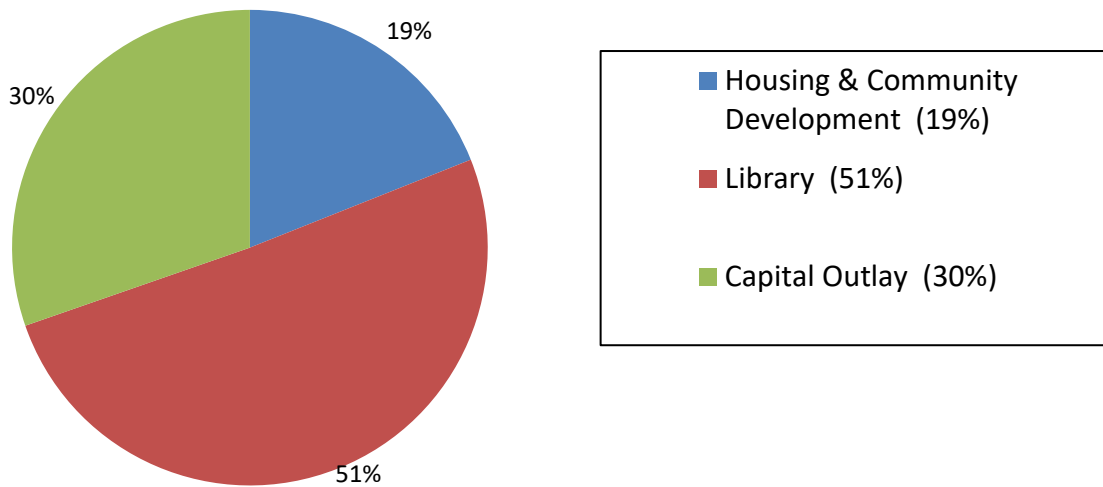
Special Revenue Fund Summary

	Audited FY22	Audited FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj. FY24 - FY25	Change (%) Adj. FY24 - FY25
REVENUES							
Intergovernmental	744,247	2,000,070	2,872,139	1,350,307	2,517,390	1,167,083	86.43%
Miscellaneous	107,993	303,002	45,000	3,305	3,305	-	0.00%
Total Revenues	852,240	2,303,072	2,917,139	1,353,612	2,520,695	1,167,083	86.22%
EXPENDITURES							
General Government	-	-	100.00	-	100	100	-
Public Works	100,000	1,000,000	19,500	11,616	9,614	(2,002)	(17.23%)
Housing and Community Development	152,314	1,114,249	1,575,914	515,987	1,010,000	494,013	95.74%
Library	-	-	-	-	2,700,000	2,700,000	-
Capital outlay	462,548	234,095	1,673,190	1,097,465	1,614,742	517,277	47.13%
Total Expenditures	714,862	2,348,344	3,268,704	1,625,068	5,334,456	3,709,388	228.26%
Excess (Deficiency) of Revenues over Expenditures	137,378	(45,272)	(351,565)	(271,456)	(2,813,761)	(2,542,305)	936.54%
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	137,378	(45,272)	(351,565)	(271,456)	(2,813,761)	(2,542,305)	936.54%
FUND BALANCE							
Beginning of year	3,603,510	3,740,888	3,695,616	3,695,616	3,424,160	(271,456)	(7.35%)
End of year	3,740,888	3,695,616	3,344,051	3,424,160	610,399	(2,813,761)	(82.17%)

Note: By June 30, 2025, the ending fund reserve restricted for cable equipment purchases will be \$582,706, and other Capital Improvement Project will be \$27,693. The fund balance reduction is due to the use of \$2.5 million for the Library Construction Project.

Special Revenue Funds Expenditures by Activity

TOTAL EXPENDITURES	\$5,334,456
General Government (0.002%)	\$100
Public Works (0.2%)	\$9,614
Housing & Community Development (19%)	\$1,010,000
Library (51%)	\$2,700,000
Capital Outlay (30%)	\$1,614,742



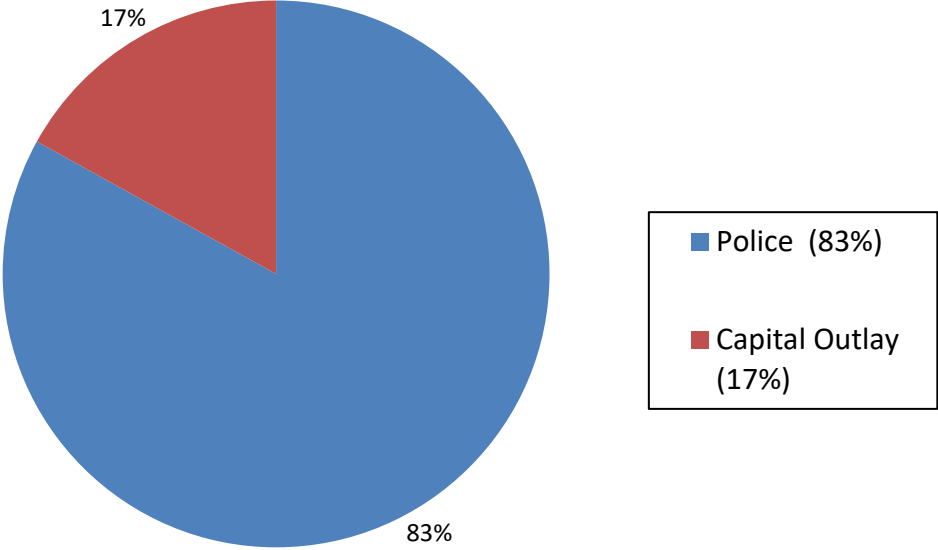
Speed Camera and Red-light Camera Fund Summary

	Audited FY22	Audited FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj. FY24 - FY25	Change (%) Adj. FY24 - FY25
REVENUES							
Fines and Forfeitures – Red Light Camera	-	-	1,300,000	100,000	1,300,000	1,200,000	1200.00%
Fines and Forfeitures – Speed Camera	996,767	701,412	850,000	580,000	550,000	(30,000)	(5.17%)
Use of Money and Property	796	930	81,600	82,000	82,000	-	-
Total Revenues	997,563	702,342	2,231,600	762,000	1,932,000	1,170,000	153.54%
EXPENDITURES							
Police	841,715	930,268	1,657,182	1,483,542	1,569,942	86,400	5.82%
Capital Outlay	55,990	299,714	68,500	68,500	320,500	252,000	367.88%
Total Expenditures	897,705	1,229,982	1,725,682	1,552,042	1,890,442	338,400	21.80%
Excess (Deficiency) of Revenues over Expenditures	99,858	(527,640)	505,918	(790,042)	41,558	831,600	(105.26%)
OTHER FINANCING SOURCES (USES)							
Operating Transfers In (Out)	-	-	-	700,000	-	-	-
Total Other Financing Sources (Uses)	-	-	-	700,000	-	-	-
Excess (Deficiency) of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	99,858	(527,640)	505,918	(90,042)	41,558	131,600	(146.15%)
FUND BALANCE							
Beginning of year	567,456	667,314	139,674	139,674	49,632	(90,042)	(64.47%)
End of year	667,314	139,674	645,592	49,632	91,190	41,558	83.73%

Note: The Speed Camera Fund Balance is restricted for Public Safety Purposes, including Police Equipment in the Capital Improvement Plan designated as funded by the Speed Camera Fund. Beginning FY25, Red Light Camera Program is implemented.

Speed & Red-Light Camera Fund Expenditure

TOTAL EXPENDITURES	\$1,890,442
Police (83%)	\$1,569,942
Capital Outlay (17%)	\$320,500



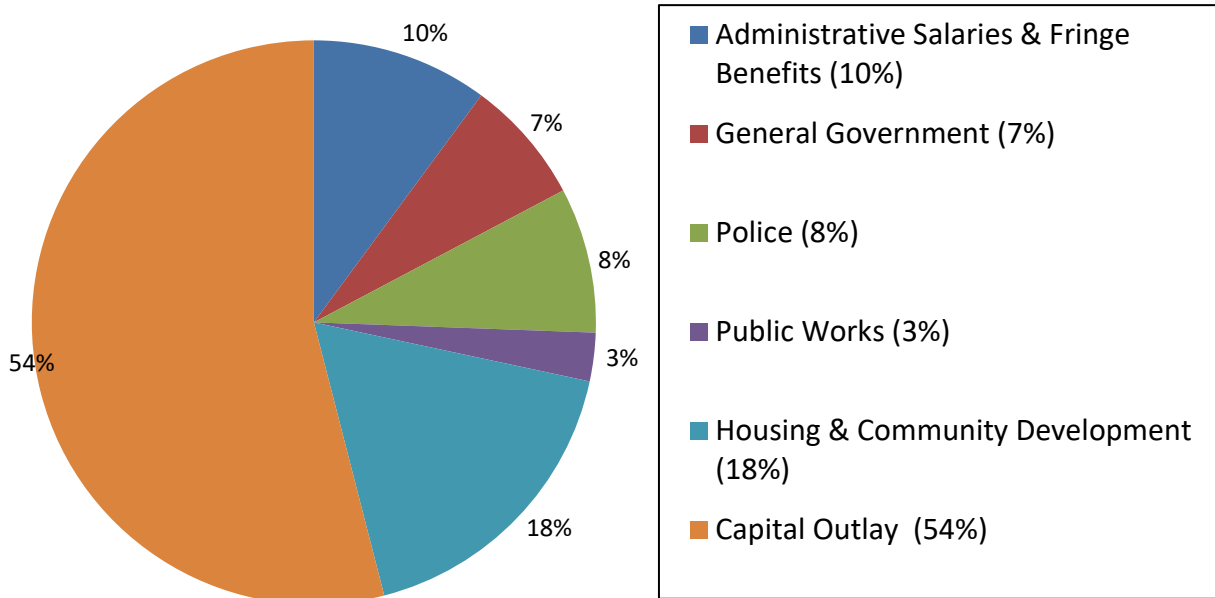
ARPA Fund Summary

	Audited FY22	Audited FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj. FY24- FY25	Change (%) Adj. FY24- FY25
REVENUES							
Intergovernmental (Treasury)	791,662	3,469,494	9,139,444	7,737,793	3,602,033	(4,135,760)	(53.45%)
Use of money and property	272.00	1,213	199,100.00	199,000	150,000	(49,000)	(24.62%)
Total Revenues	791,934	3,470,707	9,338,544	7,936,793	3,752,033	(4,184,760)	(52.73%)
EXPENDITURES							
Administrative Salaries & Fringe	326,503	171,095	410,624	196,155	364,262	168,107	85.70%
General Government	-	-	379,000	10,764	257,200	246,436	2289.44%
Police	-	-	275,000	50,000	300,000	250,000	500.00%
Public Works	-	-	350,000	306,890	100,000	(206,890)	(67.42%)
Housing and Community Development	465,159	2,789,208	1,519,918	1,263,282	635,000	(628,282)	(49.73%)
Recreation	-	-	150,000	150,000	-	(150,000)	(100.00%)
Library	-	-	189,165	18,165	-	(18,165)	(100.00%)
Capital outlay	-	509,331	5,865,737	5,742,537	1,945,571	(3,796,966)	(66.12%)
Total Expenditures	791,662	3,469,634	9,139,444	7,737,793	3,602,033	(4,135,760)	(53.45%)
Excess (Deficiency) of Revenues over Expenditures	272	1,073	199,100	199,000	150,000	(49,000)	(24.62%)
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	272	1,073	199,100	199,000	150,000	(49,000)	(24.62%)
FUND BALANCE							
Beginning of year	-	272.00	1,345	1,345	200,345	199,000	14796%
End of year	272	1,345	200,445	200,345	350,345	150,000	74.87%
Total Unearned Revenue**	6,756,300	12,026,547	3,087,548	4,489,099	1,237,411	(3,251,688)	(72.44%)

***Note: The City received the first tranche of the ARPA Fund totaling \$8,731,862 in FY22 and received the second tranche \$8,739,862 in FY23. Governmental funds report advanced revenue in connection with receivables that are not considered to be available to liquidate liabilities of the current period. Also, it defers revenue recognition in connection with resources that have been received but not earned to unearned revenue. In FY23 financial statement, the reported unearned revenue in the ARPA Fund was \$12,026,547.*

ARPA Fund Expenditures by Activity

TOTAL EXPENDITURES	\$3,602,033
Administrative Salaries & Fringe Benefits (10%)	\$364,262
General Government (7%)	\$257,200
Police (8%)	\$300,000
Public Works (3%)	\$100,000
Housing & Community Development (18%)	\$635,000
Capital Outlay (54%)	\$1,945,571



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General Government



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Department Summary

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, City Management, Finance, City Clerk, Legal Services, Human Resources, and Information Systems.**

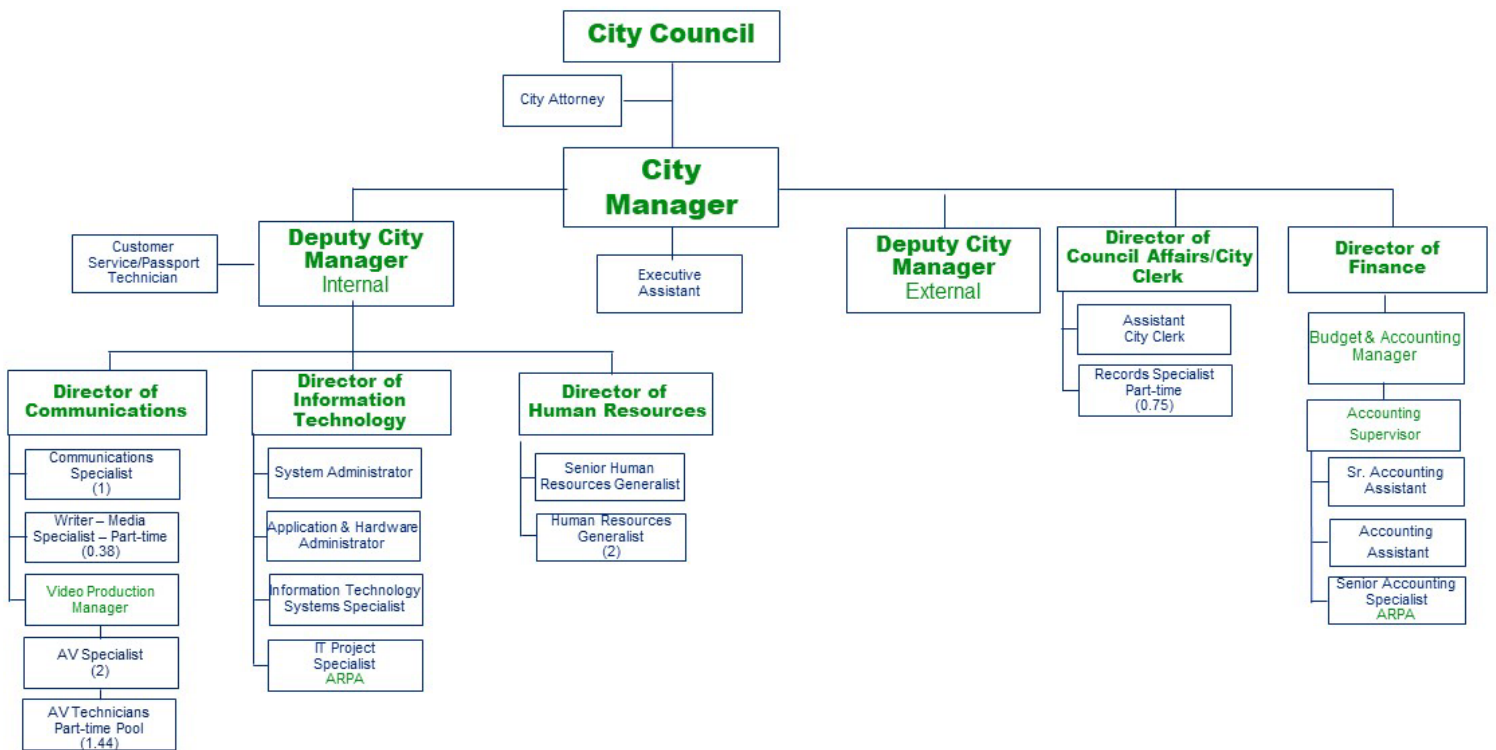
Department Summaries

Department Organizational Chart



City of Takoma Park

General Government



Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
City Council 1110					
Mayor	34,108.80	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Councilmember	25,581.60	1.00	1.00	1.00	-
Total City Council Members *	187,598.40	7.00	7.00	7.00	-
City Manager's Office 1120					
City Manager	219,544.47	1.00	1.00	1.00	-
Deputy City Manager (External)	194,195.98	1.00	1.00	1.00	-
Deputy City Manager (Internal)	97,097.99	-	-	0.50	0.50
Public Admin Specialist/Snr Policy & Data Analyst	94,185.30	1.00	1.00	-	(1.00)
Executive Assistant	73,796.65	1.00	1.00	1.00	-
Customer Service & Passport Technician	74,098.27	-	-	1.00	1.00
Total City Manager's Office FTE	752,918.66	4.00	4.00	4.50	0.50
FTEs with benefits	752,918.66	4.00	4.00	4.50	0.50
FTEs without benefits		-	-	-	-
Total City Manager's Office FTE	752,918.66	4.00	4.00	4.50	0.50
Finance 1130					
Director of Finance	155,719.20	1.00	1.00	1.00	-
Budget & Accounting Manager	103,839.28	1.00	1.00	1.00	-
Accounting Supervisor	81,360.80	1.00	1.00	1.00	-
Sr Accounting Assistant	63,065.79	1.00	1.00	1.00	-
Accounting Assistant	55,295.78	1.00	1.00	1.00	-
Total Finance FTE	459,280.85	5.00	5.00	5.00	-
FTEs with benefits	459,280.85	5.00	5.00	5.00	-
FTEs without benefits		-	-	-	-
Total Finance FTE	459,280.85	5.00	5.00	5.00	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Information Systems 1150					
Information Technology Director	140,307.17	1.00	1.00	1.00	-
Network/Systems Administrator	91,422.07	1.00	1.00	1.00	-
Application & Hardware Administrator	91,422.07	1.00	1.00	1.00	-
IT Systems Specialist	81,156.38	1.00	1.00	1.00	-
Total Information Systems FTE	404,307.69	4.00	4.00	4.00	-
FTEs with benefits	404,307.69	4.00	4.00	4.00	-
FTEs without benefits	-	-	-	-	-
Total Information Systems FTE	404,307.69	4.00	4.00	4.00	-
Human Resources 1160					
Human Resources Director	136,190.80	1.00	1.00	1.00	-
Senior Human Resources Generalist	100,792.82	1.00	1.00	1.00	-
Human Resources Generalist	83,819.93	-	-	1.00	1.00
Human Resources Generalist	82,581.22	-	-	1.00	1.00
Human Resources Coordinator	-	1.00	1.00	-	(1.00)
Human Resources Coordinator	-	1.00	1.00	-	(1.00)
Total Human Resources FTE	403,384.77	4.00	4.00	4.00	-
FTEs with benefits	403,384.77	4.00	4.00	4.00	-
FTEs without benefits	-	-	-	-	-
Total Human Resources FTE	403,384.77	4.00	4.00	4.00	-
City Clerk 1170					
City Clerk/Director of Council Affairs	148,916.92	1.00	1.00	1.00	-
Assistant City Clerk	82,682.70	1.00	1.00	1.00	-
Records Specialist	47,811.24	0.75	0.75	0.75	-
Total City Clerk FTE	279,410.86	2.75	2.75	2.75	-
FTEs with benefits	279,410.86	2.75	2.75	2.75	-
FTEs without benefits	-	-	-	-	-
Total City Clerk FTE	279,410.86	2.75	2.75	2.75	-
ARPA					
Deputy City Manager - City Manager's Office	97,097.99	1.00	1.00	0.50	(0.50)
Accounting Analyst - Finance	67,393.29	1.00	1.00	1.00	-
IT Project Specialist - Information Systems	97,433.07	1.00	1.00	1.00	-
Total ARPA FTE	261,924.35	3.00	3.00	2.50	(0.50)
FTEs with benefits	261,924.35	3.00	3.00	2.50	(0.50)
FTEs without benefits	-	-	-	-	-
Total ARPA FTE	261,924.35	3.00	3.00	2.50	(0.50)
Total General Government Department FTE	2,469,414.72	22.75	22.75	22.75	-

* City Council Members are not included in the FTE totals.

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Passport Service</i>	62,455	45,000	45,000	45,000	-	0.00%
<i>Investment Earnings</i>	255,107	420,000	450,000	360,000	(90,000)	(20.00%)
<i>Subtotal</i>	317,562	465,000	495,000	405,000	(90,000)	(18.18%)
<i>General Fund</i>	3,500,797	4,309,185	4,378,749	4,383,886	5,137	0.12%
<i>Department Total</i>	3,818,359	4,774,185	4,873,749	4,788,886	(84,863)	(1.74%)

<i>Dept. Expenditures by Division (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Legislative</i>	339,927	343,190	359,085	507,832	148,747	41.42%
<i>General Management</i>	844,004	920,907	963,339	1,057,213	93,874	9.74%
<i>Finance</i>	731,416	758,745	747,999	790,801	42,803	5.72%
<i>Legal Services</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
<i>Information Systems</i>	783,822	907,955	887,533	924,496	36,963	4.16%
<i>Human Resources</i>	404,089	1,009,844	1,073,954	730,761	(343,193)	(31.96%)
<i>City Clerk</i>	341,621	364,443	377,740	392,783	15,043	3.98%
<i>Department Total</i>	3,818,359	4,774,185	4,873,749	4,788,886	(84,863)	(1.74%)

Department Summaries

<i>Dept. Expenditures by Type (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	1,892,108	2,161,497	2,306,464	2,392,716	86,252	3.74%
<i>Fringe Benefits</i>	641,032	820,774	817,136	934,794	117,659	14.40%
<i>Overtime</i>	17,380	18,600	18,900	18,550	(350)	(1.85%)
<i>Employee Recognition</i>	1,500	4,000	4,000	2,580	(1,420)	(35.50%)
<i>Personnel Subtotal</i>	2,552,020	3,004,871	3,146,500	3,348,640	202,140	6.42%
<i>Supplies</i>	12,644	13,550	13,250	16,100	2,850	21.51%
<i>Computer Expenditures</i>	10,362	27,760	23,560	30,500	6,940	29.46%
<i>Services and Charges</i>	1,010,802	1,437,426	1,385,123	1,014,007	(371,116)	(26.79%)
<i>Communications</i>	27,506	50,990	41,973	43,844	1,871	4.46%
<i>Office Expenditures</i>	-	15,500	15,500	-	(15,500)	(100.00%)
<i>Transportation</i>	-	350	250	1,050	800	320.00%
<i>Committee Stipends</i>	9,400	8,000	5,000	7,000	2,000	40.00%
<i>Conferences, Training, & Dues</i>	97,596	124,724	114,230	148,350	34,120	29.87%
<i>Recruitment</i>	27,794	81,963	121,963	38,045	(83,918)	(68.81%)
<i>Special Events & Programs</i>	70,235	9,050	6,400	141,350	134,950	2108.59%
<i>Operating Exp Subtotal</i>	1,266,340	1,769,313	1,727,249	1,440,246	(287,003)	(16.62%)
<i>Department Total</i>	3,818,359	4,774,185	4,873,749	4,788,886	(84,863)	(1.74%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures for Fiscal Year 2024 are projected to be \$4,873,749, 2 percent greater than the adjusted budget. This is primarily due to increases in Human Resources (\$64,110) and General Management (\$42,432) which is partially offset by expenditure decreases in Information Technology (20,423) and Finance (\$10,746).

Fiscal Year 2025 Budget Highlights:

- Department expenditures for Fiscal Year 2025 are \$4,788,886, 1.74 percent less than the projected amount for Fiscal Year 2024. The reduction is primarily due to a \$287,003 decrease in operating expenses.
- Personnel costs are \$3,348,640, 6.42 percent greater than the projected Fiscal Year 2024 and reflect an increase in salaries, wages and benefits.
- Department FTEs increase by 0.5 due to the addition of the second Deputy City Manager's position from the ARPA Fund.
- Operating expenses are \$1,440,246, 16.62 percent less than the projected amount for Fiscal Year 2024. The reduction in expenditures is primarily due to a decrease in contracts and software in the Human Resources Department from the Fiscal Year 2024 budget that included the City Manager recruitment and the implementation of a Human Resources Information System (HRIS).

Legislative

Division Purpose:

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

Expenditure Tables

<i>Division Expenditures</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Legislative</i>	339,927	343,190	359,085	507,832	148,747	41.42%
<i>Division Total</i>	339,927	343,190	359,085	507,832	148,747	41.42%

<i>Division Expenditures by Type</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	142,426	179,520	179,520	187,598	8,078	4.50%
<i>Fringe Benefits</i>	39,340	49,405	85,000	91,990	6,990	8.22%
<i>Personnel Subtotal</i>	181,765	228,925	264,520	279,588	15,068	5.70%
<i>Supplies</i>	206	450	350	400	50	14.29%
<i>Services and Charges</i>	57,156	56,415	43,765	44,000	235	0.54%
<i>Communications</i>	3,893	4,500	4,000	3,924	(76)	(1.90%)
<i>Transportation</i>	-	350	250	1,050	800	320.00%
<i>Committee Stipends</i>	9,400	8,000	5,000	7,000	2,000	40.00%
<i>Computer Expenditures</i>	-	15,500	15,500	-	(15,500)	(100.00%)
<i>Conferences, Training, & Dues</i>	17,272	20,000	19,300	30,520	11,220	58.13%
<i>Special Events & Programs</i>	70,235	9,050	6,400	141,350	134,950	2108.59%
<i>Operating Exp Subtotal</i>	158,162	114,265	94,565	228,244	133,679	141.36%
<i>Division Total</i>	339,927	343,190	359,085	507,832	148,747	41.42%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024

- Division expenditures for Fiscal Year 2024 are projected to be \$15,895, or 5 percent, more than budget due to higher than projected fringe benefits charges.

Fiscal Year 2025 Budget Highlights:

- Division expenditures for Fiscal Year 2025 are \$507,832, an increase of \$148,747, or 41 percent, more than the FY 2024 projected amount. The increase is mainly the result of the expected cost of the biennial city election.
- Personnel costs increase by \$15,068, or 5.7 percent.
- Personnel costs are 55 percent of the FY 2025 legislative budget.
- Elected officials are not included in the FTE count.
- Operating expenses comprise 45 percent of the legislative budget.
- Communications expenditures total \$3,924. This includes cell phones for all members of the City Council.
- Expenditures for services and charges total \$44,000. This amount includes contractual services for state legislative advocacy, \$5,000 for five Montgomery College scholarships for eligible Takoma Park students, and \$4,000 for language translation and interpretation.
- Expenditures for conferences, training, and dues total \$30,520. This is an increase of \$11,220, or 58.13 percent. Conference attendance is funded at \$4,000 for the Mayor and each member of the City Council.
- Special events and programs include \$130,000 for election expenses, \$9,350 for City Council meeting expenses, receptions, and a City Council retreat, and \$2,000 for board and committee expenses.
- Stipends for board and committee members are listed as a separate category and total \$7,000.

City Manager's Office

Division Purpose:

The City Manager's Office provides oversight for the daily operations of the City as well as professional recommendations to the City Council and to the administrative leadership of the City Government. The City Manager's Office carries out the policies, programs, ordinances and resolutions approved by City Council; manages municipal services, departments and positions as outlined in the City Charter and Municipal City Code; informs City Council of the City's financial condition and future financial needs; and prepares reports for the City Council concerning the affairs of the City.

Management Objectives:

- Recruit, develop, and maintain a diverse and well-trained workforce.
- Maintain and improve the City's financial conditions.
- Manage the City government in accordance with the parameters of the City's operating and capital budget.
- Promote and participate in racial equity programs and initiatives.
- Assess workforce needs and lead implementation of organizational development initiatives including pay equity.
- Strengthen the City's economic development base, environmental sustainability, quality of life, and fiscal sustainability position through effective leadership and management.
- Assist City departments and coordinate across departments to meet the expectations of the organization.
- Hold employees accountable and recognize exceptional staff performance.
- Promote the interests of the City with other levels of government.
- Prepare the City for any natural disasters or other unanticipated emergencies.

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>City Manager's Office</i>	844,004	920,907	963,339	1,057,213	93,874	9.74%
<i>Division Total</i>	844,004	920,907	963,339	1,057,213	93,874	9.74%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	547,313	560,963	654,650	658,733	4,084	0.62%
<i>Fringe Benefits</i>	170,911	225,443	186,210	258,494	72,283	38.82%
<i>Overtime</i>	1,002	1,000	1,300	1,800	500	38.46%
<i>Personnel Subtotal</i>	719,226	787,406	842,160	919,027	76,867	9.13%
<i>Supplies</i>	5,591	5,000	5,000	5,500	500	10.00%
<i>Computer Expenditures</i>	300	4,710	510	5,000	4,490	880.39%
<i>Services and Charges</i>	48,633	37,496	37,374	35,282	(2,092)	(5.60%)
<i>Communications</i>	3,185	6,295	6,295	6,204	(91)	(1.45%)
<i>Conferences, Training, & Dues</i>	67,070	80,000	72,000	86,200	14,200	19.72%
<i>Operating Exp Subtotal</i>	124,778	133,501	121,179	138,186	17,007	14.03%
<i>Division Total</i>	844,004	920,907	963,339	1,057,213	93,874	9.74%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures for Fiscal Year 2024 are projected to be \$963,339, 4.6 percent greater than the adjusted budget. This is primarily due to increases in Wages (\$93,687) which is offset by a decrease in Fringe Benefits (\$39,233). The overall increase is \$42,432.

Fiscal Year 2025 Budget Highlights

- Department expenditures for Fiscal Year 2025 are \$1,057,213, 9.74 percent greater than the projected amount for Fiscal Year 2024. The increase is primarily due to an increase in personnel costs of \$76,867.
- Personnel costs are \$919,027, 9 percent greater than the projected Fiscal Year 2024 and reflect a fully staffed City Manager's Office, the transfer of the Passport Specialist from the Recreation Department, and an adjustment to the funding source used to account for a portion of the Deputy City Manager's salary and fringe benefits.
- Division FTEs increase by 0.5 due to the addition of the second Deputy City Manager's position from the ARPA Fund.
- Operating expenses are \$138,186, 14 percent greater than the projected amount for Fiscal Year 2024. The overall increase in operating expenses of \$17,007 is primarily due to an increase in Conferences, Training and Dues of \$14,200.

Fiscal Year 2024 Accomplishments:

- Hire and onboard a new City Manager.
- Maintained critical staffing through major leadership transitions.
- Improve the budget process through the incorporation of a Council approved budget calendar, inclusion of formal Council budget priorities and a budget forecast.
- Complete three-year Collective Bargaining Agreements with AFSCME Local 3399 and UFCW Local 400.
- Establish a Staff Engagement Committee with the aim of improving the wholistic wellbeing of the City workforce.

Fiscal Year 2025 Goals:

- Improve the City's financial health and sustainability by working with the City Council and City staff to align priorities with funding; thoughtfully and strategically implementing the Capital Improvement Plan; and facilitating a transparent, informative and engaging budget process with Council and the public.
- Enhance the City's existing performance metric management system to enable the evaluation of program and service delivery effectiveness.
- Redesign and implement the City's employee evaluation process.
- Develop a councilmember orientation that adequately prepares new councilmembers for public office.
- Implement an Enterprise Management System to reduce archived file storage, ensure compliance with the Maryland State Archives retention schedule, and increase staff productivity.
- Continue to provide effective project management of the Library and Community Center Redevelopment projects, including the necessary relocation and continued operations of City services.
- Continue to support the recovery of families and businesses struggling with public health and economic impacts of the pandemic through the implementation of ARPA programs as well as finding ways to continue a level of this support as ARPA program funds gradually sun-set.

Finance

Division Purpose:

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

Management Objectives:

- Comply with Generally Accepted Accounting Principles.
- Receive an unmodified audit opinion on financial statements.
- Monitor cash flow needs to maximize investment income.
- Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.
- Obtain Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States.
- Ensure timely, accurate, and equitable collection of all revenues due to the City.
- Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations to advance the Council's interests in fiscal prudence.
- Work with Information Technology staff to investigate and complete the upgrade of the City's financial systems with the Enterprise Resource Planning (ERP) system and Easy Pay On-line implementation to align with the American Rescue Plan Act (ARPA) funded Development Plan while continuing to maintain daily operations.
- Work with Truist Bank Account Manager and City's Information Technology staff to complete the ACH payment integration with Tyler financial system. Using ACH payments can be significantly less expensive than paper checks. ACH payments don't require the same materials, time or resources as it takes to produce, mail and track paper checks. They can also be processed in large batches and even automated, which can help reduce overall costs and the risk of human error.
- Work with Tyler Project Team to implement an Interactive Online Budget Platform which is integrated to the City's financial systems. The system would help users understand how the City spends its money and make it easier for the City to make

Department Summaries

budgetary decisions. The platform implementation will align with the American Rescue Plan Act (ARPA) funded Development Plan while continuing to maintain daily operations.

Performance/Workload Measures:

Measurement	Actual FY23	Estimated FY24	Projected FY25
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*	18%	21%	22%
Number of payroll checks and direct deposits	5,100	5,146	5,160
Number of accounts payable checks issued	3,150	4,040	4,100
Number of rental license & Refuse bills issued	550	550	550

**Actual FY23 Unassigned Reserve Balance is based on Comprehensive Annual Financial Report.*

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Finance</i>	731,416	758,745	747,999	790,801	42,803	5.72%
<i>Division Total</i>	731,416	758,745	747,999	790,801	42,803	5.72%

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	425,905	433,218	439,314	459,281	19,967	4.54%
<i>Fringe Benefits</i>	158,210	164,227	164,227	175,325	11,099	6.76%
<i>Overtime</i>	1,238	1,500	1,500	1,500	-	0.00%
<i>Employee Recognition</i>	-	-	-	1,500	1,500	-
<i>Personnel Subtotal</i>	585,352	598,945	605,041	637,606	32,566	5.38%
<i>Supplies</i>	3,180	3,500	3,500	3,600	100	2.86%
<i>Computer Expenditures</i>	1,697	2,000	2,000	1,500	(500)	(25.00%)
<i>Services and Charges</i>	134,215	140,325	125,730	135,075	9,345	7.43%
<i>Communications</i>	859	3,145	1,128	3,420	2,292	203.19%
<i>Conferences, Training, & Dues</i>	6,114	10,830	10,600	9,600	(1,000)	(9.43%)
<i>Operating Exp Subtotal</i>	146,064	159,800	142,958	153,195	10,237	7.16%
<i>Division Total</i>	731,416	758,745	747,999	790,801	42,803	5.72%

Adjusted 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$10,746, 1 percent less than the adjusted Fiscal Year 2024 budget due mainly to lower than anticipated spending on contract service charges (audit fees and Montgomery County tax billing) as well as contractual labor.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$790,801, an increase of \$42,803, or 5.7 percent, compared to the projected amount for Fiscal Year 2024. The increase is due to the personnel costs increases of \$32,566, and increases in operating costs of \$10,237.
- Personnel costs are 81 percent of division expenditures and include a wage increase of \$19,967, or 4.5 percent; and fringe benefits increase of \$11,099, or 6.8 percent, compared to the projected amount for Fiscal Year 2024.
- Division FTEs remain unchanged at five full time employees.
- Services and charges are 17 percent of total division expenditures and increase by \$9,345, or 7 percent, compared to the projected amount for Fiscal Year 2024. The increase is mainly due to higher planned spending on software expenses. Communications charges increase by \$2,292 for the installation of a new telephone system.
- Conferences and training decrease by \$1,000, or 9 percent, compared to the Fiscal Year 2024 projected amount, as staff are not planning to attend some conferences and training this year.

Fiscal Year 2024 Accomplishments:

- Received Certificate of Achievement for Excellence in Budget Document Award for the Adopted Budget for five years in a row. Continue to follow the GFOA guidelines, to implement additional qualitative and quantitative budget information in the Adopted FY2024 Budget and strive for the Certification of Achievement for Excellence for Budget Document.
- 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's 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 US Treasury Bond, Credit Union Certificate of Deposit and laddering short-term investment.
- Complete the Community Engagement Budgeting Platform -Balancing Act. The system would help users understand how the City spends its money and make budgetary decisions. The software program will provide Interactive Online tools for Tax-receipts and prioritizing the Council Priorities.

Fiscal Year 2025 Goals:

- Established by the Inflation Reduction Act (IRA), Elective Pay (or "direct pay") and Transferability are credit monetization mechanisms designed to help states, local governments, and other eligible entities access clean energy tax credits. The City, having purchased an electric vehicle in November 2023, will be eligible for a tax credit of \$7,500. Finance staff used IRS Energy Credits Online to complete the required pre-filing registration process and obtain a registration number. The goal is to complete three required tax forms and secure the tax credit.
- Hire an ARPA-funded Senior Accounting Specialist to assist the Accounting and Budget Manager with budget document preparation and enhancements to budgeting software.
- Collaborate with the City's Information Technology staff to complete the ACH payment implementation in the Tyler Account Payable system. Moving forward, vendors will have the option to receive payments by check or EFT.

Department Summaries

- Continue to adhere to GFOA guidelines by incorporating additional qualitative and quantitative budget information in the Adopted FY2025 Budget, aiming for the Certification of Achievement for Excellence in Budget Document.
- Facilitate the Community Engagement Budgeting Platform - Balancing Act. This system will help users understand how the City allocates its funds and make informed budgetary decisions. The software will offer interactive online tools for tax receipts and prioritizing Council priorities.

Legal Services

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.

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Legal</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
<i>Division Total</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Services and Charges</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
<i>Operating Exp Subtotal</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)
<i>Division Total</i>	373,481	469,100	464,100	385,000	(79,100)	(17.04%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024

- Division expenditures for Fiscal Year 2024 are projected to be \$464,100 or 1 percent less than the adjusted budget.

Fiscal Year 2025 Budget Highlights

- The budget for legal services for Fiscal Year 2025 is \$385,000 or a decrease of 17 percent. A total of \$320,000 is allocated to general City Attorney services and \$65,000 is allocated to Labor/Employment legal services. The decrease is primarily due to \$41,100 reduction in Labor/Employment legal services that result from there not being union negotiations in Fiscal Year 2025.

Information Systems

Division Purpose:

The Information Systems Division serves as the cornerstone of technological innovation and support within our organization. Our purpose is to lead and facilitate all technical initiatives, ensuring seamless integration and optimal utilization of computer and communication systems. By implementing and maintaining cutting-edge technologies, we empower every department to effectively pursue and accomplish their respective objectives, driving the overall success of the organization.

Management Objectives:

- Guarantee the ongoing maintenance and servicing of network infrastructure and equipment, adhering to best practices to optimize uptime. Additionally, ensure the creation and maintenance of backups for critical software and data to safeguard against potential disruptions.
- Uphold and regularly review the City's disaster recovery plan to mitigate risks and promptly address current and emerging threats, thereby ensuring the uninterrupted provision of technology services vital to the City's operations.
- Support the City's commitment to sustainability by furthering efforts towards process automation, transitioning to paperless operations, and embracing other green computing initiatives. These endeavors align with the City's sustainability priorities and contribute to its environmental goals.
- Execute the strategies outlined in the IT Strategic Plan to enhance the efficiency and effectiveness of information technology across all City departments. By implementing these strategies, we aim to continuously improve our technological infrastructure and services to meet evolving needs and challenges.
- Maintain and optimize the VMware virtual environment, ensuring the secure operation of both on-premise and cloud-based server infrastructure. This entails implementing robust security measures and staying abreast of advancements in virtualization technology to uphold the integrity and resilience of our IT systems.

Department Summaries

Performance/Workload Measures:

Measurement	Actual FY23	Estimated FY24	Projected FY25
Network uptime	99.99%	99.99%	99.99%
E-mail services uptime	99.999%	99.999%	100.000%
Financial Services uptime	99.99%	99.99%	100.00%
Servers (Physical & Virtual)	42	41	40
Applications in the Cloud	28	30	28
Number of Help Desk requests	2,400	1,980	2,300

Expenditure Tables

<i>Division Expenditures</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Information Systems</i>	783,822	907,955	887,533	924,496	36,963	4.16%
<i>Division Total</i>	783,822	907,955	887,533	924,496	36,963	4.16%

<i>Division Expenditures by Type</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	311,539	388,595	390,873	404,308	13,435	3.44%
<i>Fringe Benefits</i>	127,211	151,360	151,360	160,688	9,328	6.16%
<i>Overtime</i>	5,744	7,500	7,500	6,500	(1,000)	(13.33%)
<i>Employee Recognition</i>	1,500	2,000	2,000	-	(2,000)	(100.00%)
<i>Personnel Subtotal</i>	445,993	549,455	551,733	571,496	19,763	3.58%
<i>Supplies</i>	2,119	3,000	2,800	3,000	200	7.14%
<i>Computer Expenditures</i>	8,365	20,000	20,000	19,000	(1,000)	(5.00%)
<i>Services and Charges</i>	311,110	300,000	284,000	293,500	9,500	3.35%
<i>Communications</i>	15,245	27,500	21,000	24,500	3,500	16.67%
<i>Conferences, Training, & Dues</i>	990	8,000	8,000	13,000	5,000	62.50%
<i>Operating Exp Subtotal</i>	337,829	358,500	335,800	353,000	17,200	5.12%
<i>Division Total</i>	783,822	907,955	887,533	924,496	36,963	4.16%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- The Division's expenditures are projected to be \$20,423, or 2 percent, lower than the budgeted amount for Fiscal Year 2024. This reduction is primarily attributed to lower-than-anticipated expenses in software and communication.
- Operating expenses are expected to be \$22,700, or 6 percent, lower than budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures for Fiscal Year 2025 are \$924,496, an increase of \$36,963 or 4 percent, compared to projected expenditures for Fiscal Year 2024.
- Personnel costs are 62 percent of division expenditures an increase of \$ 19,763 or 4 percent, compared to the projected Fiscal Year 2024.
- Division FTEs remain unchanged.
- Operating expenses are 38 percent of division expenditures, and increase by \$17,200, or 5 percent, compared to projected Fiscal Year 2024 expenditures. The increase is due to the Information Technology (IT) division will taking on the responsibility for the budget and expenditures associated with Zoom, Smartsheet, and Docusign. This signifies a shift in financial accountability, with IT assuming full responsibility for managing the costs of these essential software platforms moving forward.

Fiscal Year 2024 Accomplishments:

- Successfully managed the relocation of the city library, ensuring minimal disruption to services and seamless transition to the new facility.
- Implemented a comprehensive inventory and inspection management system for the Police Department, improving asset tracking and ensuring compliance with regulatory standards.
- Replaced outdated Computer Aided Dispatch (CAD) computers with new, high-performance systems to enhance the efficiency and reliability of emergency response operations.
- Completed the migration to a Software as a Service (SaaS) Enterprise Resource Planning (ERP) platform, providing improved functionality, security, and scalability for various city operations.
- Upgraded the city's phone system to a VoIP telephony solution, resulting in improved call quality, reduced costs, and enhanced communication capabilities.
- Launched a Chromebook lending program to provide community members with access to technology, supporting digital inclusion and enabling remote learning and work.
- Migrated Axon servers and deployed new touch screen devices for the Police Department, enhancing data management and accessibility for officers in the field.
- Relocated the Emergency Dispatch Center, ensuring continuity of critical services and improving the infrastructure for emergency response.
- Developed and implemented a complaint status reporting system for the Police Department, increasing transparency and accountability in handling public complaints.
- Added a third VMware host to the city's IT infrastructure, providing increased capacity, redundancy, and reliability for virtualized services.
- Upgraded the police departments Evidence Management System to enhance performance, reliability, and capacity for handling case data.
- Performed comprehensive email updates in Active Directory, ensuring all user information is current and accurate for improved communication and management.
- Installed a new camera and alarm system in the HCD Hall, enhancing security and monitoring capabilities for the facility.

Department Summaries

- Deployed Axon Fleet 3 cameras in police vehicles, providing advanced video recording capabilities to support law enforcement operations and accountability.
- Implemented modifications to the GovQA (Granicus) system for Public Works, improving workflow and efficiency in handling service requests and work orders.
- Removed outdated dashboards from the city's website, streamlining the city's reporting tools and making way for more modern and efficient solutions.
- Upgraded the legacy website hosting platform, enhancing website performance, security, and scalability.
- Upgraded the internet infrastructure at the Public Works department, providing faster and more reliable connectivity to support their operations.

Fiscal Year 2025 Goals:

- Implementation of a citywide Human Resources Information System (HRIS). The system will be integrated with existing city systems to streamline HR business processes and improve data accuracy and accessibility.
- The city will develop a new cloud-based licensing system to improve reliability, efficiency and compliance with the city's rental housing licensing regulations.
- The city will implement a cloud-based Enterprise Document Management System (EDMS) to store city documents and ensure compliance with the State of Maryland's document retention and disposal policies.
- The city will work with its ERP vendor and financial institution to implement Automated Clearing House (ACH) payment capabilities. ACH payment processing will improve efficiency and reduce the city's operational costs.
- The IT department will implement additional security measures to improve upon its email security posture.
- The IT and Finance departments will work with the city's ERP provider to reduce the time and cost of processing vendor payments.
- The IT department will replace all of the city's network firewall's that will reach end of life in 2025.

Department Summaries

- The IT department will implement performance and feature enhancements to the city's cloud-based security system.

By focusing on these goals, we aim to enhance our technology infrastructure, improve operational efficiency, and deliver outstanding service to the community.

Human Resources

Division Purpose

The Human Resources Division is 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.
- Continue implementation of Human Resources Information System (HRIS).
- Succession Planning and training for skills improvement.
- Improve employee recognition and implement wellness initiatives.
- Strengthen safety culture by reducing workplace incidents and reimplementing standard safety trainings.
- Continue implementation of diversity, equity, and inclusion frameworks and practices.

Performance/Workload Measures:

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Total New Hires	74	60	65	50
Average Days to Hire	209	230	180	150
Number of Workers' Comp Injuries	18	23	20	20
Number of Days Off Due to Injuries	395	220	200	125

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Human Resources</i>	404,089	1,009,844	1,073,954	730,761	(343,193)	(31.96%)
<i>Division Total</i>	404,089	1,009,844	1,073,954	730,761	(343,193)	(31.96%)

<i>Division Expenditures by Type (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	224,328	350,173	374,641	403,385	28,744	7.67%
<i>Fringe Benefits</i>	71,758	145,210	145,210	155,247	10,038	6.91%
<i>Overtime</i>	4,280	6,000	6,000	6,000	-	0.00%
<i>Employee Recognition</i>	-	-	-	1,080	1,080	-
<i>Personnel Subtotal</i>	300,367	501,383	525,850	565,712	39,862	7.58%
<i>Supplies</i>	917	1,000	1,000	3,000	2,000	200.00%
<i>Computer Expenditures</i>	-	800	800	3,250	2,450	306.25%
<i>Services and Charges</i>	70,126	417,240	417,240	116,650	(300,590)	(72.04%)
<i>Communications</i>	2,619	6,550	6,550	2,904	(3,646)	(55.66%)
<i>Conferences, Training, & Dues</i>	2,265	908	550	1,200	650	118.18%
<i>Recruitment</i>	27,794	81,963	121,963	38,045	(83,918)	(68.81%)
<i>Operating Exp Subtotal</i>	103,722	508,461	548,103	165,049	(383,054)	(69.89%)
<i>Division Total</i>	404,089	1,009,844	1,073,954	730,761	(343,193)	(31.96%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024

- Division expenditures are projected to be \$64,110 or 6 percent higher than budgeted due mainly to a \$24,468 increase in personnel costs from a departmental restructuring and an \$39,642 increase in operating expenditures.

Fiscal Year 2025 Budget Highlights

- Division expenditures are \$730,761, a decrease of \$343,193, or 32 percent less than the projected Fiscal Year 2024 amount.
- Personnel costs are 77 percent of department expenditures.
- Personnel costs increase by \$39,862, or 8 percent more than the projected Fiscal Year 2024 amount. This is mainly due to the restructuring of two (2) HR Coordinator positions with two (2) HR Generalist positions which have higher wages and fringe benefit costs.
- Department FTEs remain unchanged.
- Operating expenditures decrease by \$383,054, or 70 percent, compared to the projected Fiscal Year 2024 amount. This reflects lower budgeted costs associated with contracts, software, and recruitment.

Fiscal Year 2024 Accomplishments:

- Continued cooperative partnership with AFSCME and Local 400 unions, including annual collective bargaining.
- Successfully recruited and onboarded over 60 new hires to fill vacancies across all City departments including the City Manager recruitment.
- Continued implementation of fully electronic HRIS system.
- Conducted comprehensive review of HR policies to ensure compliance with the latest labor laws and regulations.
- Negotiated improved benefits packages to better support the health, well-being, and financial security of employees.

Fiscal Year 2025 Goals:

- Complete implementation of HRIS system.
- Development of City-wide Human Capital Management and training programs.
- Continue development of an Employee Handbook and update of City policies.
- Continue review and update of departmental standard operating procedures.
- Reduce the average days to hire by 15 percent.

City Clerk

Division Purpose:

The City Clerk’s Office manages the preparation of Council meeting agendas, minutes, and supports a variety of City Council events and activities. Other functions include: Manage recruitment and appointments to Council-appointed boards and committees; Serve as election administrator for all City elections; Manage and protect official records of the City and ensure proper codification of ordinances; and Respond to inquiries from City residents and others concerning City policies, procedures, and records, including requests made under the Maryland Public Information Act.

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 and committee activities, meetings, and membership.
- Conduct the November 5, 2024 election for Mayor and City Council.
- Provide a high level of customer service to the City Council, residents, and staff.

Performance/Workload Measures:

Measurement	Actual FY23	Estimated FY24	Projected FY25
Number of City Council meeting supported	50	48	50
Number of other meetings supported	35	25	30
Number of Public Information Act requests	65	65	65
Number of board and committee applicants processed	120	110	90

Expenditure Tables

<i>Division Expenditures</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>City Clerk</i>	341,621	364,443	377,740	392,783	15,043	3.98%
<i>Division Total</i>	341,621	364,443	377,740	392,783	15,043	3.98%

<i>Division Expenditures by Type</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	240,597	249,028	267,467	279,411	11,944	4.47%
<i>Fringe Benefits</i>	73,604	85,129	85,129	93,050	7,921	9.30%
<i>Overtime</i>	5,117	2,600	2,600	2,750	150	5.77%
<i>Employee Recognition</i>	-	2,000	2,000	-	(2,000)	(100.00%)
<i>Personnel Subtotal</i>	319,317	338,757	357,196	375,211	18,015	5.04%
<i>Supplies</i>	631	600	600	600	-	0.00%
<i>Computer Expenditures</i>	-	250	250	1,750	1,500	600.00%
<i>Services and Charges</i>	16,081	16,850	12,914	4,500	(8,414)	(65.15%)
<i>Communications</i>	1,705	3,000	3,000	2,892	(108)	(3.60%)
<i>Conferences, Training, & Dues</i>	3,886	4,986	3,780	7,830	4,050	107.14%
<i>Operating Exp Subtotal</i>	22,304	25,686	20,544	17,572	(2,972)	(14.46%)
<i>Division Total</i>	341,621	364,443	377,740	392,783	15,043	3.98%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$13,297, or 3.65 percent, more than budgeted. The difference is mainly due to salary adjustments.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$392,783, an increase of \$15,043, or 4 percent, more than the projected Fiscal Year 2024 amount.
- Personnel costs are 96 percent of the City Clerk's Office budget.
- There is no change in division FTEs.
- Operating expenditures are 4 percent of the division budget.
- Expenditures for conferences, training and dues total \$7,830.
- Services and charges expenditures total \$4,500. This amount includes \$2,500 for web hosting and updating the City Code and \$1,500 for mandatory legal advertising.
- Non-personnel election expenditures are accounted for in the Legislative Division budget.

Fiscal Year 2024 Accomplishments:

- Supported procurement of enterprise content management system (Laserfiche).
- Began preparation for new Council orientation in coordination with the City Mangers.

Fiscal Year 2025 Goals:

- Conduct the November 5, 2024 City Election for Mayor and City Council.
- Support orientation of new City Council.
- Submit updated records retention schedules to the Maryland State Archives and obtain final approval.
- Work with IT and other staff on implementation of the Laserfiche system.

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Police



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Department Summary

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.

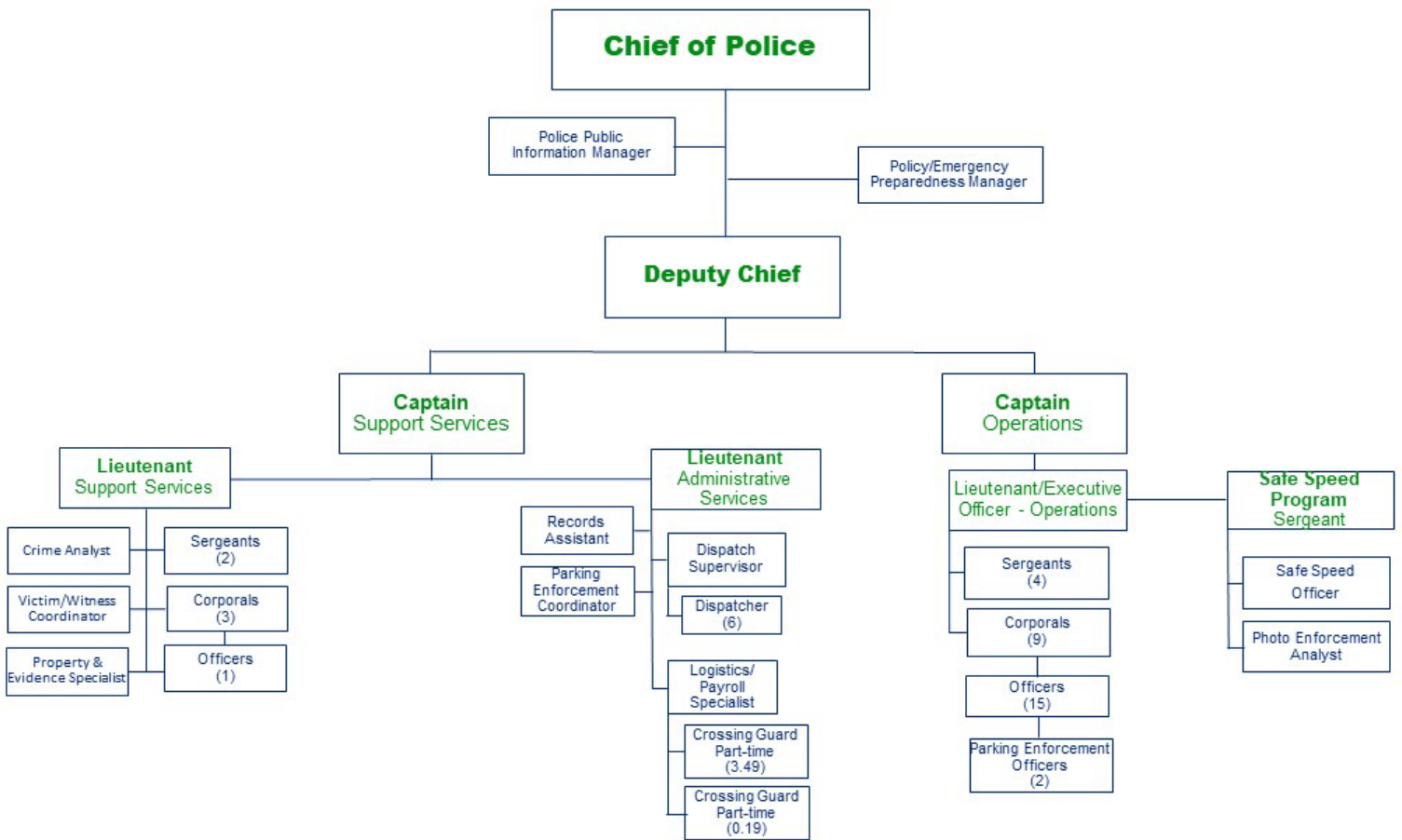
These functions are accounted for in six divisions. They are the **Office of the Chief, Communications, Operations, Criminal Investigations, Administrative Services and Neighborhood Services.**



Department Organizational Chart



City of Takoma Park Police Department



Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Office of the Chief 2100					
Chief of Police	207,485.68	1.00	1.00	1.00	-
Deputy Chief of Police	163,916.99	1.00	1.00	1.00	-
Emergency Preparedness Manager	88,374.67	1.00	1.00	1.00	-
Police Public Information Manager	100,792.83	1.00	1.00	1.00	-
Total Office of the Chief FTE	560,570.16	4.00	4.00	4.00	-
FTEs with benefits	560,570.16	4.00	4.00	4.00	-
FTEs without benefits		-	-	-	-
Total Office of the Chief FTE	560,570.16	4.00	4.00	4.00	-
Communications 2200					
Dispatch Supervisor	91,045.79	1.00	1.00	1.00	-
Police Dispatcher	63,588.16	1.00	1.00	1.00	-
Police Dispatcher	64,541.96	1.00	1.00	1.00	-
Police Dispatcher	67,748.16	1.00	1.00	1.00	-
Police Dispatcher	63,588.16	1.00	1.00	1.00	-
Police Dispatcher	63,588.16	1.00	1.00	1.00	-
Police Dispatcher	63,850.95	1.00	1.00	1.00	-
Total Communications FTE	477,951.34	7.00	7.00	7.00	-
FTEs with benefits	477,951.34	7.00	7.00	7.00	-
FTEs without benefits		-	-	-	-
Total Communications FTE	477,951.34	7.00	7.00	7.00	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Operations 2300					
Police Captain	142,182.86	1.00	1.00	1.00	-
Police Lieutenant	104,699.37	1.00	1.00	1.00	-
Police Sergeant	98,262.43	1.00	1.00	1.00	-
Police Sergeant	85,585.08	1.00	1.00	1.00	-
Police Sergeant	107,007.08	1.00	1.00	1.00	-
Police Sergeant	86,868.86	1.00	1.00	1.00	-
Police Corporal	94,394.53	1.00	1.00	1.00	-
Police Corporal	91,645.18	1.00	1.00	1.00	-
Police Corporal	81,425.55	1.00	1.00	1.00	-
Police Corporal	83,733.94	1.00	1.00	1.00	-
Police Corporal	86,384.37	1.00	1.00	1.00	-
Police Corporal	86,384.37	-	-	1.00	1.00
Police Corporal	79,053.94	-	-	1.00	1.00
Police Corporal	86,105.55	-	-	1.00	1.00
Private First Class	87,402.35	1.00	1.00	1.00	-
Private First Class	80,074.03	1.00	1.00	1.00	-
Private First Class	84,665.53	1.00	1.00	1.00	-
Private First Class	75,394.03	1.00	1.00	1.00	-
Private First Class	73,198.09	1.00	1.00	1.00	-
Private First Class	81,815.85	1.00	1.00	1.00	-
Private First Class	80,053.44	1.00	1.00	1.00	-
Private		1.00	1.00	-	(1.00)
Private		1.00	1.00	-	(1.00)
Private	69,054.80	1.00	1.00	1.00	-
Private	69,054.80	1.00	1.00	1.00	-
Private	73,260.24	1.00	1.00	1.00	-
Private	67,043.50	1.00	1.00	1.00	-
Private	75,458.05	1.00	1.00	1.00	-
Private	75,458.05	1.00	1.00	1.00	-
Private	75,458.05	1.00	1.00	1.00	-
Private	75,458.05	1.00	1.00	1.00	-
Private		1.00	1.00	-	(1.00)
Private		1.00	1.00	-	(1.00)
Total Operations FTE	2,456,581.96	30.00	30.00	29.00	(1.00)
FTEs with benefits	2,456,581.96	30.00	30.00	29.00	(1.00)
FTEs without benefits		-	-	-	-
Total Operations FTE	2,456,581.96	30.00	30.00	29.00	(1.00)

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Criminal Investigations 2400					
Police Captain	130,032.23	1.00	1.00	1.00	-
Police Lieutenant	116,200.06	1.00	1.00	1.00	-
Police Sergeant	108,582.50	1.00	1.00	1.00	-
Police Sergeant	108,582.50	1.00	1.00	1.00	-
Police Corporal	79,053.94	1.00	1.00	1.00	-
Police Corporal	83,733.94	1.00	1.00	1.00	-
Police Corporal	83,733.94	1.00	1.00	1.00	-
Police Corporal	83,733.94	-	-	1.00	1.00
Private First Class	77,655.85	1.00	1.00	1.00	-
Victim/Witness Coordinator	83,653.81	1.00	1.00	1.00	-
Crime Analyst	63,588.16	1.00	1.00	1.00	-
Evidence Specialist	71,043.15	1.00	1.00	1.00	-
Total Criminal Investigations FTE	1,089,594.03	11.00	11.00	12.00	1.00
FTEs with benefits	1,089,594.03	11.00	11.00	12.00	1.00
FTEs without benefits		-	-	-	-
Total Criminal Investigations FTE	1,089,594.03	11.00	11.00	12.00	1.00
Administrative Services 2500					
Police Lieutenant	117,943.06	1.00	1.00	1.00	-
Logistics/Payroll Specialist	72,706.06	1.00	1.00	1.00	-
Record Assistant	69,651.96	1.00	1.00	1.00	-
Office Assistant II	69,384.54	1.00	1.00	1.00	-
Crossing Guard	15,935.81	0.385	0.385	0.385	-
Crossing Guard	19,338.94	0.385	0.385	0.385	-
Crossing Guard	18,835.88	0.385	0.385	0.385	-
Crossing Guard	19,053.14	0.385	0.385	0.385	-
Crossing Guard	15,935.81	0.385	0.385	0.385	-
Crossing Guard	15,935.81	0.41	0.41	0.41	-
Crossing Guard	16,174.84	0.385	0.385	0.385	-
Crossing Guard	16,174.84	0.385	0.385	0.385	-
Crossing Guard	16,174.84	0.385	0.385	0.385	-
Crossing Guard Substitute	8,087.42	0.19	0.19	0.19	-
Total Administrative Services FTE	491,332.95	7.68	7.68	7.68	0.00
FTEs with benefits	491,332.95	7.68	7.68	7.68	-
FTEs without benefits		-	-	-	-
Total Administrative Services FTE	491,332.95	7.68	7.68	7.68	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Neighborhood Services 2600					
Parking Enforcement Officer	72,835.04	1.00	1.00	1.00	-
Parking Enforcement Officer	63,748.32	1.00	1.00	1.00	-
Total Neighborhood Services FTE	136,583.36	2.00	2.00	2.00	-
FTEs with benefits	136,583.36	2.00	2.00	2.00	-
FTEs without benefits		-	-	-	-
Total Neighborhood Services FTE	136,583.36	2.00	2.00	2.00	-
Speed & Red-light Camera 0060					
Police Sergeant	110,211.24	1.00	1.00	1.00	-
Police Corporal	91,645.18	1.00	1.00	1.00	-
Photo Enforcement Analyst	66,660.24	1.00	1.00	1.00	-
Total Speed & Red-light Camera FTE	354,298.57	3.00	3.00	3.00	-
FTEs with benefits	354,298.57	3.00	3.00	3.00	-
FTEs without benefits		-	-	-	-
Total Speed & Red-light Camera FTE	354,298.57	3.00	3.00	3.00	-
Total Police Department FTE	5,566,912.37	64.68	64.68	64.68	0.00

Sources of Revenue and Expenditure Tables

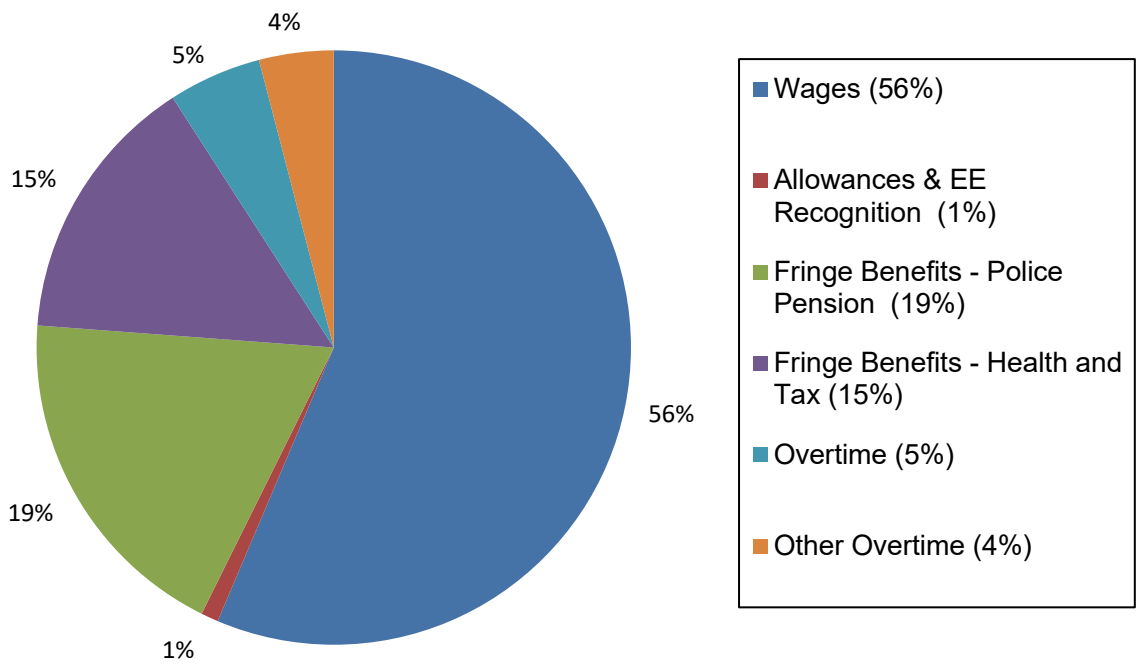
<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Police Protection (State)</i>	589,763	430,000	590,000	610,000	20,000	3.39%
<i>In Lieu of Police</i>	4,020,520	4,020,520	4,020,520	4,020,521	1	(0.00%)
<i>In Lieu of Crossing Guard</i>	214,017	255,944	255,945	198,963	(56,982)	(22.26%)
<i>Summons and Fines</i>	136,790	152,000	145,000	160,000	15,000	10.34%
<i>Public Parking Facilities</i>	82,784	65,000	82,000	83,000	1,000	1.22%
<i>Parking Permits</i>	8,891	12,000	9,000	10,000	1,000	11.11%
<i>Municipal Infractions</i>	2,000	12,000	8,000	10,000	2,000	25.00%
<i>Subtotal</i>	5,054,765	4,947,464	5,110,465	5,092,484	(17,981)	(0.35%)
<i>General Fund</i>	3,618,252	4,681,238	4,602,630	4,964,946	362,316	7.87%
<i>Department Total</i>	8,673,017	9,628,702	9,713,095	10,057,430	344,335	3.55%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Office of the Chief</i>	991,889	882,030	899,731	1,070,680	170,949	19.00%
<i>Communications</i>	662,400	696,651	699,933	806,428	106,495	15.21%
<i>Operations</i>	4,330,702	5,033,644	5,111,665	5,129,339	17,674	0.35%
<i>Criminal Investigations</i>	1,749,306	1,917,721	1,921,792	1,886,914	(34,879)	(1.81%)
<i>Administrative Services</i>	752,467	907,331	877,975	952,692	74,716	8.51%
<i>Neighborhood Services</i>	186,253	191,326	201,998	211,378	9,380	4.64%
<i>Department Total</i>	8,673,017	9,628,702	9,713,095	10,057,430	344,335	3.55%

Department Summaries

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	4,804,228	4,943,509	5,009,154	5,231,114	221,960	4.43%
<i>Car and Clothing Allowances</i>	64,558	81,730	75,730	81,730	6,000	7.92%
<i>Fringe Benefits</i>	2,555,735	3,102,884	3,080,269	3,112,608	32,340	1.05%
<i>Overtime</i>	426,746	563,216	569,746	469,459	(100,287)	(17.60%)
<i>Overtime -Training</i>	88,719	87,072	102,529	88,775	(13,754)	(13.41%)
<i>Overtime -Holiday</i>	84,769	91,500	94,500	93,930	(570)	(0.60%)
<i>Night Differential</i>	64,648	80,175	73,080	71,675	(1,405)	(1.92%)
<i>Overtime -Court</i>	31,491	33,300	33,300	33,300	-	0.00%
<i>Overtime Staffing</i>	76,675	137,500	143,786	88,300	(55,486)	(38.59%)
<i>K-9 Allowance</i>	2,200	-	-	-	-	-
<i>Employee Recognition</i>	13,909	14,077	14,077	6,154	(7,923)	(56.28%)
<i>Personnel Subtotal</i>	8,214,376	9,134,964	9,196,171	9,277,045	80,874	0.88%
<i>Supplies</i>	95,099	98,225	99,545	101,910	2,365	2.38%
<i>Computer Expenditures</i>	4,195	9,500	11,900	11,800	(100)	(0.84%)
<i>Vehicle Fuel</i>	142,665	130,295	167,000	178,002	11,002	6.59%
<i>Repairs & Maintenance</i>	83,992	85,000	87,500	103,000	15,500	17.71%
<i>Services and Charges</i>	53,942	91,152	92,151	114,905	22,753	24.69%
<i>Communication</i>	5,363	39,746	14,746	116,527	101,782	690.25%
<i>Office Expenditures</i>	16,122	8,500	8,500	8,800	300	3.53%
<i>Conferences, Training, & Dues</i>	29,641	16,320	20,582	101,951	81,369	395.34%
<i>Recruitment</i>	-	-	-	28,490	28,490	-
<i>Special Events & Programs</i>	27,623	15,000	15,000	15,000	-	0.00%
<i>Operating Exp Subtotal</i>	458,641	493,738	516,924	780,385	263,461	50.97%
<i>Department Total</i>	8,673,017	9,628,702	9,713,095	10,057,430	344,335	3.55%

Police Personnel Expenditure by Type - Total	9,277,045
Wages (56%)	5,231,114
Allowances & EE Recognition (1%)	87,884
Fringe Benefits-Police Pension (19%)	1,748,768
Fringe Benefits-Health and Tax (15%)	1,363,840
Overtime (5%)	469,459
Other Overtime (4%)	375,980



Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures are expected to be \$84,393 or less than 1 percent, more than budgeted for the Fiscal Year 2024.

Fiscal Year 2025 Budget Highlights:

- Department expenditures increase by \$344,335 or 4 percent, compared to the projected expenditures for Fiscal Year 2024.
- Personnel costs are 92 percent of department expenditures and increase by \$80,874, or 1 percent, compared to the projected Fiscal Year 2024 amount.
- Department FTEs remain unchanged.
- Supplies account for about 1 percent of the departmental expenditures and include items such as uniforms and body armor for new hires, replacement body armor for current employees (\$50,260), detective supplies (\$10,750), expendable supplies (\$18,550), and office supplies (\$7,750).
- Vehicle related expenditures are 2 percent of department expenditures. This includes the cost of gasoline for department vehicles (\$178,002) and vehicle repair materials (\$103,000).
- Services and charges are 1 percent of department expenditures. These include spending for youth programs and community events, the contractual costs for training, testing, and record keeping software, as well as software packages required for internal investigations and crime analysis.

Fiscal Year 2024 Accomplishments:

- The department purchased and added to its fleet, 3 electric vehicles. Two are used for parking enforcement and 1 used by Command Staff.
- The Department held a successful Winter Coat Drive, Towel/Blanket Drive for pets, Shoe Drive, Back to School Backpack Donation Drive, Annual Toy Drive, Partnership with the Montgomery County Family Justice Foundation to collect emergency Care Packages for victim and families of domestic violence, and the new Diaper Drive.
- Members of the Department participated in Operation Chill, Bike to Work Day, and Coffee with a Cop.
- Police Department personnel teamed up with the members of the Takoma Park Volunteer Fire Department to take part in the Polar Bear Plunge to benefit Maryland Special Olympics. The team raised \$2,796. Members also participated in and raised money for the Special Olympics of Maryland (SOMD) Law Enforcement Torch Run, totaling \$1,720. The most rewarding part was having members presenting the medals at the SOMD ceremony.
- The Department continues its partnership with RS Automotive for their Etch and Catch Catalytic Converter etching.
- National Night Out was held on August 1st at Piney Branch Elementary School and was a successful event.
- Members of the Police Department participated in Autism Awareness Month by creating and wearing a badge in support. Funds raised went to the Montgomery County Police Autism/IDD, Alzheimer's/Dementia Outreach Unit.
- Personnel participated in No Shave November, donating funds to Grow & Give to end Prostate Cancer and Shave the Day for the St. Baldrick's Foundation fundraiser to end Childhood Cancer. A few officers shaved their heads.
- An officer was selected to represent and be the Department's first LGBTQIA+ Liaison.
- A Crisis Clinician has been appointed to the Department as part of the Reimaging Public Safety to incorporate a co-responder model for those members of the community in crisis.

Fiscal Year 2025 Goals:

- The expansion of the department's Automated Enforcement Program is now expected to take place this fiscal year, once all approvals and agreements are received from the contractor for the addition of red light cameras in the City.
- Bring aboard our second Crisis Clinician to complete the co-responder model for the city to help foster relationships and have a common goal for those in crisis.
- The department will continue and expand its commitment to reducing their carbon footprint with the purchase of hybrid vehicles for their fleet, replacing conventional gasoline engine vehicles. The Department currently has 8 hybrid vehicles on order. In addition, we will continue to explore the use of zero emission vehicles.
- To start the atrium buildout for the police department which will foster more useable working space and update existing conditions.

Office of the Chief

Division Purpose:

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

Management Objectives:

- Continue to collaborate with the County and other municipalities in emergency preparedness planning, drills, training, and grant applications.
- Reduce crime and the perception of crime through community outreach and education of residents 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 FY23	Estimated FY24	Projected FY25
Number of officers hired	7	4	7
Number of civilians hired	7	2	5
Emergency Management activities	70	70	70
Emergency Management training	30	30	30
Community events	15	15	17
Community advisories	50	50	50
Council of Governments meetings	22	22	22

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Office of the Chief</i>	991,889	882,030	899,731	1,070,680	170,949	19.00%
<i>Division Total</i>	991,889	882,030	899,731	1,070,680	170,949	19.00%
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	595,281	516,819	534,951	560,570	25,619	4.79%
<i>Car and Clothing Allowances</i>	3,500	3,980	2,230	3,980	1,750	78.48%
<i>Fringe Benefits</i>	258,082	254,683	254,683	268,506	13,823	5.43%
<i>Overtime</i>	10,842	10,500	10,500	2,750	(7,750)	(73.81%)
<i>Employee Recognition</i>	939	1,000	1,000	-	(1,000)	(100.00%)
<i>Personnel Subtotal</i>	868,644	786,982	803,364	835,806	32,442	4.04%
<i>Supplies</i>	47,796	44,675	45,995	50,260	4,265	9.27%
<i>Computer Expenditures</i>	-	-	-	1,500	1,500	-
<i>Vehicle Fuel</i>	-	-	-	7,656	7,656	-
<i>Repairs & Maintenance</i>	-	-	-	6,500	6,500	-
<i>Services and Charges</i>	12,161	19,052	19,052	26,718	7,665	40.23%
<i>Office Expenditures</i>	16,122	8,500	8,500	8,800	300	3.53%
<i>Conferences, Training, & Dues</i>	19,543	7,820	7,820	89,951	82,131	1050.27%
<i>Recruitment</i>	-	-	-	28,490	28,490	-
<i>Special Events & Programs</i>	27,623	15,000	15,000	15,000	-	0.00%
<i>Operating Exp Subtotal</i>	123,245	95,047	96,367	234,874	138,507	143.73%
<i>Division Total</i>	991,889	882,030	899,731	1,070,680	170,949	19.00%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$17,701, or 2 percent more than budgeted due to an increase in salaries needed for emergency response.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$170,949, or 19 percent, compared to projected expenditures for Fiscal Year 2024 mainly due to an increase in the cost of fringe benefits, car and clothing allowance, training, services and charges, and supplies.
- Personnel costs are 78 percent of division expenditures.
- Division FTEs remain the same.
- Supplies (\$50,260) are 5 percent of division expenditures and include purchases related to body armor and uniforms for new hires (\$9,990), replacement of aging body armor for existing staff (\$13,320), and uniforms for new employees (\$18,000) and civilian staff (\$5,000).
- Services and charges are \$26,718, or 2 percent of division expenditures and include software costs of \$18,242. This includes programs for testing and training, as well as state required reporting of mandated training.
- Office expenditures are 1 percent of division expenditures and include the employee recognition and awards event (\$8,800).
- Budgeted spending for conferences, training, and dues is \$89,951. In the prior 2 years, training, firearms training and ammunition were located in the speed camera fund and have since moved back to the office of the chief.
- Special Events and Programs are 1 percent of division expenditures and include the Emergency Response Team supplies (\$15,000).

Communications

Division Purpose

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

Management Objectives

- Renovate Dispatch office space.
- Improve customer service skills through regular training.

Performance/Workload Measures:

Measurement	Calendar 2022	Calendar 2023	Projected 2024
Number of calls for service dispatched	10,576	10,800	11,000
Phone Calls received	16,000	16,000	16,100
Training classes	23	30	40
Warrants Processed	177	175	180

Expenditure Tables

<i>Division Expenditures(\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Communications</i>	662,400	696,651	699,933	806,428	106,495	15.21%
<i>Division Total</i>	662,400	696,651	699,933	806,428	106,495	15.29%
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	424,479	438,145	450,753	477,951	27,199	6.03%
<i>Car and Clothing Allowances</i>	3,120	3,360	3,360	3,360	-	0.00%
<i>Fringe Benefits</i>	153,513	160,661	149,835	189,664	39,829	26.58%
<i>Overtime</i>	42,763	49,415	49,415	48,195	(1,220)	(2.47%)
<i>Overtime -Training</i>	-	500	500	500	-	0.00%
<i>Overtime -Holiday</i>	15,335	17,000	18,500	17,500	(1,000)	(5.41%)
<i>Night Differential</i>	12,816	14,175	14,175	14,175	-	0.00%
<i>Employee Recognition</i>	-	2,500	2,500	500	(2,000)	(80.00%)
<i>Personnel Subtotal</i>	652,027	685,756	689,038	751,846	62,808	9.12%
<i>Supplies</i>	6,026	2,000	2,000	5,100	3,100	155.00%
<i>Computer Expenditures</i>	1,002	5,600	5,600	-	(5,600)	(100.00%)
<i>Services and Charges</i>	3,344	3,295	3,295	3,375	80	2.43%
<i>Communication</i>	-	-	-	46,107	46,107	-
<i>Operating Exp Subtotal</i>	10,373	10,895	10,895	54,582	43,687	400.98%
<i>Division Total</i>	662,400	696,651	699,933	806,428	106,495	15.21%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures increase by \$3,282, or less than 1 percent.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$106,495, or 15 percent, compared to projected expenditures for Fiscal Year 2024 mainly due to an increase in wages, fringe benefits costs and communication equipment.
- Personnel costs are 93 percent of division expenditures and increase by \$62,808, or 9 percent compared to the projected amount for Fiscal Year 2024. The increase is due to fringe benefits and wages.
- Division FTEs remain the same.
- Operating expenditures increase \$43,687, or 401 percent more of division expenditures due to cell phones being transferred back from the speed camera fund.
- Supplies are 1 percent of division expenditures and include the cost of uniforms and supplies for Dispatch staff.
- There are no budgeted computer expenditures due to replacement of this equipment last fiscal.

Operations

Division Purpose:

Provide 24-hour uniformed patrol services. Respond to calls for service, conduct preliminary investigations, arrest offenders, 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 2022	Calendar 2023	Projected 2024
Number of Security Surveys	4	8	8
Foot and Bike Patrol Hours	3,000	3,000	3,000
Number of Vacant Home Checks	79	100	100
Number of traffic stops	1,304	1,500	1,500

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Operations</i>	4,330,702	5,033,644	5,111,665	5,129,339	17,674	0.35%
<i>Division Total</i>	4,330,702	5,033,644	5,111,665	5,129,339	17,674	0.35%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	2,215,438	2,407,375	2,449,148	2,542,816	93,668	3.82%
<i>Car and Clothing Allowances</i>	39,308	52,500	45,000	52,500	7,500	16.67%
<i>Fringe Benefits</i>	1,316,282	1,709,836	1,709,836	1,715,190	5,354	0.31%
<i>Overtime</i>	276,067	335,566	335,566	296,514	(39,052)	(11.64%)
<i>Overtime -Training</i>	83,252	79,572	85,529	81,165	(4,364)	(5.10%)
<i>Overtime -Holiday</i>	68,450	71,500	72,500	72,930	430	0.59%
<i>Night Differential</i>	45,189	60,000	50,000	50,000	-	0.00%
<i>Overtime -Court</i>	29,077	30,000	30,000	30,000	-	0.00%
<i>Overtime Staffing</i>	50,622	90,000	96,286	46,000	(50,286)	(52.23%)
<i>K-9 Allowance</i>	2,200	-	-	-	-	-
<i>Employee Recognition</i>	5,000	5,000	5,000	3,500	(1,500)	(30.00%)
<i>Personnel Subtotal</i>	4,130,885	4,841,349	4,878,865	4,890,615	11,750	0.24%
<i>Supplies</i>	19,454	21,800	21,800	21,050	(750)	(3.44%)
<i>Computer Expenditures</i>	247	2,500	2,500	8,100	5,600	224.00%
<i>Vehicle Fuel</i>	110,032	100,495	130,000	126,324	(3,676)	(2.83%)
<i>Repairs & Maintenance</i>	57,186	54,000	65,000	69,000	4,000	6.15%
<i>Services and Charges</i>	12,898	13,500	13,500	14,250	750	5.56%
<i>Operating Exp Subtotal</i>	199,817	192,295	232,800	238,724	5,924	2.54%
<i>Division Total</i>	4,330,702	5,033,644	5,111,665	5,129,339	17,674	0.35%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$78,201, or 2 percent, more than budgeted due mainly to higher than anticipated overtime costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$17,674, or less than 1 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 95 percent of division expenditures and increase by \$26,039, or less than 1 percent, compared to the projected amount for Fiscal Year 2024.
- Supplies are less than 1 percent of division expenditures. This category includes expendable supplies such as e-ticket paper (\$1,700), road flares (\$3,000), taser supplies (\$2,500), and Honor Guard supplies (\$2,500). Also included are personal protective equipment (\$5,000), fingerprint supplies (\$2,500), replacement cameras (\$750), traffic supplies (\$500) and the purchase of coupons for vehicle emissions testing (\$600).
- Vehicle fuel is the largest portion of the division operating expenditures, and is 2 percent (\$126,324) of total division expenditures. This expenditure is for gasoline for police vehicles.
- Repairs and maintenance is the second largest portion of the division operating expenditures and is 1 percent (\$69,000) of total division expenditures. This category includes repairs and maintenance for all police vehicles.
- Services and charges are less than 1 percent of division expenditures, and are planned expenditures for youth programs (\$2,500) and community events (\$11,750).

Criminal Investigations

Division Purpose:

Conduct investigations regarding serious crimes, such as homicide, rape, robbery, burglary, aggravated assault, theft, auto theft, and narcotics 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 including 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 2022	Calendar 2023	Projected 2024
Number of cases assigned	171	180	180
Number of cases closed	71	80	80
Number of cases exceptionally cleared	22	19	20
Closure/clearance percentage	54	55	54
Number of search warrants obtained	36	35	35
Number of arrest warrants obtained	36	35	35

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Criminal Investigations</i>	1,749,306	1,917,721	1,921,792	1,886,914	(34,879)	(1.81%)
<i>Division Total</i>	1,749,306	1,917,721	1,921,792	1,886,914	(34,879)	(1.81%)
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	1,005,754	992,141	975,237	1,019,360	44,123	4.52%
<i>Car and Clothing Allowances</i>	14,480	15,440	21,000	15,440	(5,560)	(26.48%)
<i>Fringe Benefits</i>	539,097	620,963	620,963	591,056	(29,907)	(4.82%)
<i>Overtime</i>	73,907	150,000	150,000	100,000	(50,000)	(33.33%)
<i>Overtime--Training</i>	5,467	5,500	15,000	5,610	(9,390)	(62.60%)
<i>Overtime--Holiday</i>	984	2,000	2,500	2,500	-	0.00%
<i>Night Differential</i>	6,590	6,000	8,905	7,500	(1,405)	(15.78%)
<i>Overtime--Court</i>	2,194	3,000	3,000	3,000	-	0.00%
<i>Overtime--Staff Shortage</i>	26,053	46,000	46,000	40,800	(5,200)	(11.30%)
<i>Employee Recognition</i>	5,000	1,000	1,000	1,000	-	0.00%
<i>Personnel Subtotal</i>	1,679,526.12	1,842,044	1,843,605	1,786,266	(57,340)	(3.11%)
<i>Supplies</i>	9,730	7,000	7,000	10,750	3,750	53.57%
<i>Computer Expenditures</i>	1,742	-	2,400	2,200	(200)	(8.33%)
<i>Vehicle Fuel</i>	20,290	20,890	26,000	40,194	14,194	54.59%
<i>Repairs & Maintenance</i>	25,334	23,000	17,500	20,000	2,500	14.29%
<i>Services and Charges</i>	12,683	23,787	24,287	26,504	2,217	9.13%
<i>Informant Fund</i>	-	1,000	1,000	1,000	-	0.00%
<i>Operating Exp Subtotal</i>	69,780	75,677	78,187	100,648	22,461	28.73%
<i>Division Total</i>	1,749,306	1,917,721	1,921,792	1,886,914	(34,879)	(1.81%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$4,071, or less than 1 percent more than budgeted due to higher than anticipated vehicle and maintenance costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures decrease by \$34,879, or 2 percent, compared to the projected amount for Fiscal Year 2024 due mainly to staffing vacancies.
- Personnel costs are 95 percent of division expenditures and decrease by \$57,340, or 3 percent compared to the projected amount for Fiscal Year 2024.
- Division FTEs increase by 1.
- Repairs and maintenance of vehicles (\$20,000) is 2 percent of the budgeted division expenditures. Vehicle fuel (\$40,194) is also less than 1 percent of division expenditures.
- Services and charges are less than 1 percent of division expenditures and include software charges for Blue Team and IA Pro Internal Affairs (\$4,540), Lexis Nexis (\$7,920), Case Closed (\$2,250), and Hawk Analytics (\$3,990).
- Supplies are less than 1 percent of division expenditures (\$10,750), and include supplies for detective such as CD-R, DVD, thumb drives, paper, file folders, toner, fingerprinting, and drug testing supplies.

Administrative Services

Division Purpose:

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

Management Objectives:

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

Performance/Workload Measures:

Measurement	Calendar 2022	Calendar 2023	Projected 2024
Total Parking Permits Issued	645	650	650
Total Parking citations processed	2,448	2,500	2,600
Number of reports processed	2,400	2,400	2,500

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Administrative Services</i>	752,467	907,331	877,975	952,692	74,716	8.51%
<i>Division Total</i>	752,467	907,331	877,975	952,692	74,716	8.51%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	442,012	465,816	469,210	493,833	24,623	5.25%
<i>Car and Clothing Allowances</i>	3,190	5,490	3,180	5,490	2,310	72.64%
<i>Fringe Benefits</i>	237,146	302,824	291,034	297,859	6,825	2.34%
<i>Overtime</i>	10,913	12,500	12,500	10,000	(2,500)	(20.00%)
<i>Overtime--Training</i>	-	1,500	1,500	1,500	-	0.00%
<i>Overtime--Holiday</i>	-	1,000	1,000	1,000	-	0.00%
<i>Night Differential</i>	49	-	-	-	-	-
<i>Overtime--Court</i>	220	300	300	300	-	0.00%
<i>Overtime--Staff Shortage</i>	698	1,500	1,500	1,500	-	0.00%
<i>Employee Recognition</i>	2,970	2,077	2,077	1,154	(923)	(44.44%)
<i>Personnel Subtotal</i>	697,197.65	793,007	782,301	812,636	30,335	3.88%
<i>Supplies</i>	12,093	22,750	22,750	14,750	(8,000)	(35.16%)
<i>Computer Expenditures</i>	1,204	1,400	1,400	-	(1,400)	(100.00%)
<i>Vehicle Fuel</i>	12,344	8,910	11,000	3,828	(7,172)	(65.20%)
<i>Repairs & Maintenance</i>	1,315	2,500	2,000	2,000	-	0.00%
<i>Services and Charges</i>	12,854	31,518	32,017	38,058	6,041	18.87%
<i>Communication</i>	5,363	39,746	14,746	70,420	55,674	377.57%
<i>Conferences, Training, Dues & Other</i>	10,098	7,500	11,762	11,000	(762)	(6.48%)
<i>Operating Exp Subtotal</i>	55,270	114,324	95,675	140,056	44,381	46.39%
<i>Division Total</i>	752,467	907,331	877,975	952,692	74,716	8.51%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures and expected to be \$29,356, or 3 percent less than budgeted due mainly to lower than anticipated personnel costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$74,716, or 9 percent, compared to the projected expenditures for Fiscal Year 2024 due mainly to higher costs for wages, car and clothing allowances, services and charges, and communication costs.
- Personnel costs are 85 percent of division expenditures.
- Division FTEs remain the same.
- Supplies are 2 percent of division expenditures and include office and expendable supplies (\$14,750) to include toner cartridges, bulk paper, envelopes, tape, file folders, boxes, and supplies for Crossing Guards such as hand and foot warmers.
- Services and charges are 4 percent of division expenditures (\$38,058) and include computer fees (\$3,108), postage/delivery (\$3,500), copying (\$16,200), and printing (\$13,000).
- Communication is 7 percent of division expenditures (\$70,420), or an increase of 378 percent and include charges for telephones, cell phones, and air cards/hot spots. In the previous 2 years, at the recommendation of the former city manager these items were in the speed camera fund and have since moved back to Administrative Services.
- Computer expenditures were not budgeted for this cycle due to equipment being replaced last fiscal year.

Parking Enforcement Services

Division Purpose

Provide education on and enforcement of the City Code, specifically parking laws. This division previously included Code Enforcement, whose work now falls under the purview of Housing and Community Development.

Management Objectives

- Provide effective enforcement and management of City parking resources.

Performance/Workload Measures:

Measurement	Calendar 2022	Calendar 2023	Projected 2024
Parking citations Issued	3,626	3,700	3,800

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Parking Enforcement Services</i>	186,253	191,326	201,998	211,378	9,380	4.64%
<i>Division Total</i>	186,253	191,326	201,998	211,378	9,380	4.64%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	121,264	123,213	129,856	136,583	6,728	5.18%
<i>Car and Clothing Allowances</i>	960	960	960	960	-	0.00%
<i>Fringe Benefits</i>	51,614	53,917	53,917	50,334	(3,583)	(6.65%)
<i>Overtime</i>	12,253	5,235	11,765	12,000	235	2.00%
<i>Employee Recognition</i>	-	2,500	2,500	-	(2,500)	(100.00%)
<i>Personnel Subtotal</i>	186,096	185,826	198,998	199,878	880	0.44%
<i>Repairs & Maintenance</i>	157	5,500	3,000	5,500	2,500	83.33%
<i>Services and Charges</i>	-	-	-	6,000	6,000	-
<i>Operating Exp Subtotal</i>	157	5,500	3,000	11,500	8,500	283.33%
<i>Division Total</i>	186,253	191,326	201,998	211,378	9,380	4.64%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$10,672 or 6 percent more than budget due mainly higher cost of repairs and maintenance.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$9,380, or 5 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 95 percent of division expenditures.
- Divisions FTEs remain the same.
- Repairs and maintenance are 3 percent of division expenditures and include repairs and replacement of parking meters, as well as the cost of batteries needed for their operation.

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Public Works



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Department Summary

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, playgrounds, vehicles, and equipment. The Department provides collection of trash, yard waste, recycling, and food waste from 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, sustainability programming and energy efficiency grant programs.

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 Maintenance, Urban Forest, and City Engineer.**

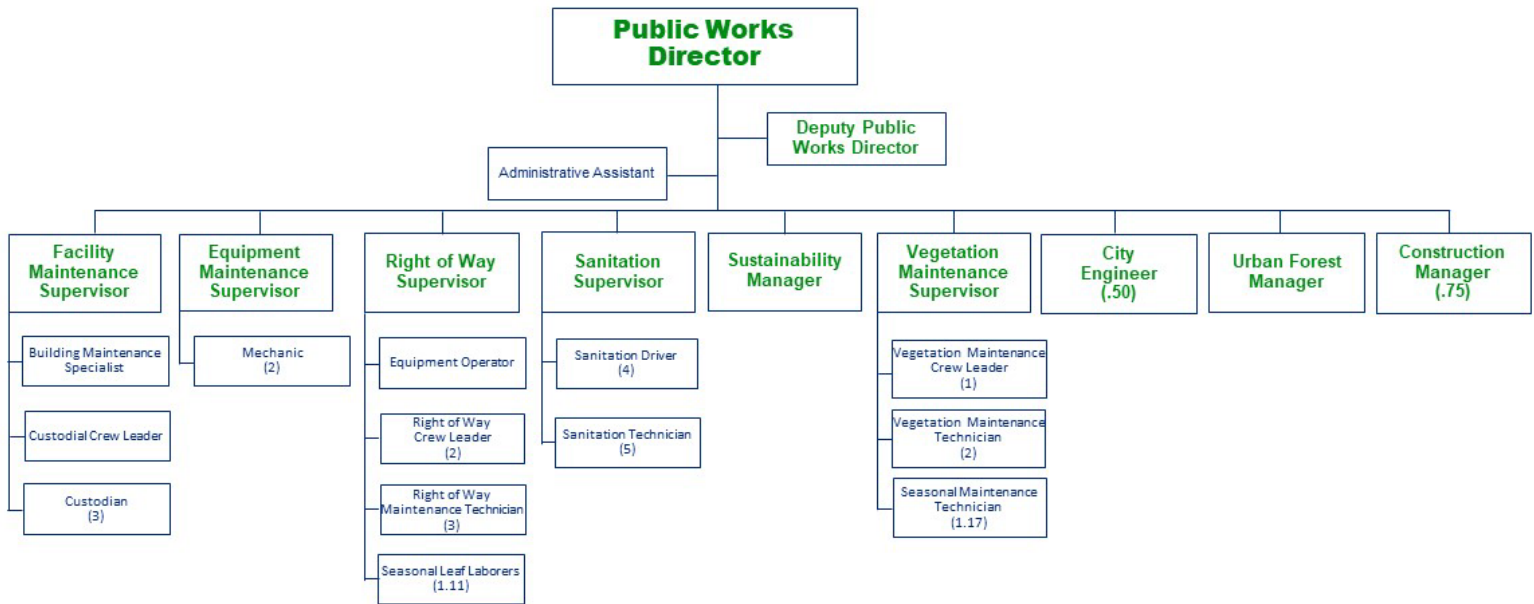


Department Organizational Chart



City of Takoma Park

Public Works Department



Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Public Works Administration 3100					
Director of Public Works	158,054.99	1.00	1.00	1.00	-
Deputy Director of Public Works	114,667.14	1.00	1.00	1.00	-
Administrative Assistant	59,815.45	1.00	1.00	1.00	-
Total Public Works Administration FTE	332,537.58	3.00	3.00	3.00	-
FTEs with benefits	332,537.58	3.00	3.00	3.00	-
FTEs without benefits	-	-	-	-	-
Total Public Works Administration FTE	332,537.58	3.00	3.00	3.00	-
Building Maintenance 3200					
Facility Maintenance Supervisor	86,136.43	1.00	1.00	1.00	-
Building Maintenance Specialist	73,492.91	1.00	1.00	1.00	-
Custodial Crew Leader	60,462.80	1.00	1.00	1.00	-
Custodian	51,246.37	1.00	1.00	1.00	-
Custodian	51,246.37	1.00	1.00	1.00	-
Custodian	47,569.97	1.00	1.00	1.00	-
Custodian	-	0.25	0.25	-	(0.25)
Total Building Maintenance FTE	370,154.86	6.25	6.25	6.00	(0.25)
FTEs with benefits	370,154.86	6.00	6.00	6.00	-
FTEs without benefits	-	0.25	0.25	-	(0.25)
Total Building Maintenance FTE	370,154.86	6.25	6.25	6.00	(0.25)
Equipment Maintenance 3300					
Vehicle Maintenance Supervisor	95,598.08	1.00	1.00	1.00	-
Mechanic	81,565.74	1.00	1.00	1.00	-
Mechanic	69,243.87	1.00	1.00	1.00	-
Total Equipment Maintenance FTE	246,407.69	3.00	3.00	3.00	-
FTEs with benefits	246,407.69	3.00	3.00	3.00	-
FTEs without benefits	-	-	-	-	-
Total Equipment Maintenance FTE	246,407.69	3.00	3.00	3.00	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Right of way - 3400					
Right of Way Maintenance Supervisor	89,700.29	1.00	1.00	1.00	-
Right of Way Crew Leader	66,660.24	1.00	1.00	1.00	-
Right of Way Crew Leader	63,748.32	1.00	1.00	1.00	-
Equipment Operator	57,821.60	1.00	1.00	1.00	-
Right of Way Maintenance Technician	55,068.19	1.00	1.00	1.00	-
Right of Way Maintenance Technician	59,324.08	1.00	1.00	1.00	-
Right of Way Maintenance Technician	56,732.63	1.00	1.00	1.00	-
Seasonal Staff	47,120.00	1.25	1.11	1.11	-
Total Right of Way FTE	496,175.35	8.25	8.11	8.11	-
FTEs with benefits	496,175.35	7.00	7.00	7.00	-
FTEs without benefits		1.25	1.11	1.11	-
Total Right of Way FTE	496,175.35	8.25	8.11	8.11	-
Solid Waste 3500					
Sanitation Supervisor	82,034.69	1.00	1.00	1.00	-
Sanitation Driver	56,967.10	1.00	1.00	1.00	-
Sanitation Driver	62,290.29	1.00	1.00	1.00	-
Sanitation Driver	61,369.74	1.00	1.00	1.00	-
Sanitation Driver	56,125.22	1.00	1.00	1.00	-
Sanitation Technician	60,615.09	1.00	1.00	1.00	-
Sanitation Technician	53,013.50	1.00	1.00	1.00	-
Sanitation Technician	57,967.25	1.00	1.00	1.00	-
Sanitation Technician	57,967.25	1.00	1.00	1.00	-
Sanitation Technician	57,967.25	1.00	1.00	1.00	-
Total Solid Waste FTE	606,317.38	10.00	10.00	10.00	-
FTEs with benefits	606,317.38	10.00	10.00	10.00	-
FTEs without benefits		-	-	-	-
Total Solid Waste FTE	606,317.38	10.00	10.00	10.00	-
Sustainability 3600					
Sustainability Manager	105,396.88	1.00	1.00	1.00	-
Total Sustainability FTE	105,396.88	1.00	1.00	1.00	-
FTEs with benefits	105,396.88	1.00	1.00	1.00	-
FTEs without benefits		-	-	-	-
Total Sustainability FTE	105,396.88	1.00	1.00	1.00	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Vegetation Management 3700					
Vegetation Management Supervisor	95,204.61	1.00	1.00	1.00	-
Garden Maintenance Technician	63,908.89	1.00	1.00	1.00	-
Garden Maintenance Technician	50,362.18	1.00	1.00	1.00	-
Garden Maintenance Technician	49,617.93	1.00	1.00	1.00	-
Seasonal Staff	46,400.00	0.92	1.11	1.17	0.06
Total Vegetation Management FTE	305,493.61	4.92	5.11	5.17	0.06
FTEs with benefits	305,493.61	4.00	4.00	4.00	-
FTEs without benefits		0.92	1.11	1.17	0.06
Total Vegetation Management FTE	305,493.61	4.92	5.11	5.17	0.06
Urban Forest 3800					
Urban Forest Manager	93,411.59	1.00	1.00	1.00	-
Total Urban Forest FTE	93,411.59	1.00	1.00	1.00	-
FTEs with benefits	93,411.59	1.00	1.00	1.00	-
FTEs without benefits		-	-	-	-
Total Urban Forest FTE	93,411.59	1.00	1.00	1.00	-
City Engineer 3900					
City Engineer	64,336.43	0.50	0.50	0.50	-
Field Construction Manager	66,981.23	0.75	0.75	0.75	-
Total City Engineer FTE	195,654.08	1.25	1.25	1.25	-
FTEs with benefits	195,654.08	1.25	1.25	1.25	-
FTEs without benefits		-	-	-	-
Total City Engineer FTE	195,654.08	1.25	1.25	1.25	-
Stormwater 0030					
City Engineer	66,981.23	0.50	0.50	0.50	-
Field Construction Manager	21,445.48	0.25	0.25	0.25	-
Total Stormwater FTE	88,426.70	0.75	0.75	0.75	-
FTEs with benefits	88,426.70	0.75	0.75	0.75	-
FTEs without benefits		-	-	-	-
Total Stormwater FTE	88,426.70	0.75	0.75	0.75	-
Total Public Works Department FTE	2,839,975.70	39.42	39.47	39.28	(0.19)

Sources of Revenue and Expenditure Tables

Source of Funds (\$)	Actual	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY23	FY24	FY24	FY25	Proj FY24-FY25	Proj FY24-FY25
Highway User Fees	425,082	634,575	430,000	440,000	10,000	2.33%
In Lieu of Road Maintenance	804,806	864,252	864,252	889,183	24,931	2.88%
Waste Collection Charges	60,257	63,000	80,000	83,000	3,000	3.75%
Recyclable Sales	758	1,000	500	1,000	500	100.00%
Mulch Sales	20,560	18,000	20,000	20,000	-	0.00%
Special Trash Pickup	13,487	11,000	12,000	13,000	1,000	8.33%
Excavation/Driveway Permits	1,570	4,600	2,000	2,500	500	25.00%
Tree Permits	22,891	23,000	22,000	23,000	1,000	4.55%
Tree Fund	73,000	121,875	121,875	85,000	(36,875)	(30.26%)
Subtotal	1,422,411	1,741,302	1,552,627	1,556,683	4,056	0.26%
General Fund	3,798,884	4,195,693	4,285,571	4,705,842	420,272	9.81%
Department Total	5,221,295	5,936,995	5,838,198	6,262,525	424,328	7.27%

Dept. Expenditures by DIVISION (\$)	Actual	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY23	FY24	FY24	FY25	Proj FY24-FY25	Proj FY24-FY25
Administration	502,469	533,795	545,335	561,975	16,640	3.05%
Building Maintenance	774,009	1,009,548	957,135	1,036,652	79,517	8.31%
Equipment Maintenance	546,906	580,111	604,165	617,623	13,458	2.23%
Right-of-Way Maintenance	889,307	977,473	1,000,545	1,080,183	79,638	7.96%
Solid Waste Management	1,184,705	1,278,228	1,285,108	1,369,563	84,455	6.57%
Sustainability	256,134	335,734	235,118	434,617	199,500	84.85%
Vegetation Management	422,177	482,920	535,644	526,792	(8,851)	(1.65%)
Urban Forest	286,296	346,825	308,631	320,115	11,484	3.72%
City Engineer	359,291	392,361	366,517	315,005	(51,513)	(14.05%)
Department Total	5,221,295	5,936,995	5,838,198	6,262,525	424,328	7.27%

Department Summaries

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	2,191,399	2,466,052	2,612,782	2,738,393	125,611	4.81%
<i>Car and Clothing Allowances</i>	11,427	14,400	12,412	14,400	1,988	16.02%
<i>Fringe Benefits</i>	865,945	1,054,645	1,013,114	1,128,392	115,278	11.38%
<i>Overtime</i>	82,310	105,188	110,601	124,678	14,077	12.73%
<i>Night Differential</i>	1,243	3,120	50	5,200	5,150	10300.00%
<i>Contractual Labor</i>	125,788	28,000	78,639	53,544	(25,095)	(31.91%)
<i>Employee Recognition</i>	3,000	6,000	6,000	10,500	4,500	75.00%
<i>Personnel Subtotal</i>	3,281,111	3,677,404	3,833,598	4,075,106	241,509	6.30%
<i>Supplies</i>	185,179	249,150	228,975	285,000	56,025	24.47%
<i>Computer Expenditures</i>	1,072	8,100	2,748	1,500	(1,248)	(45.41%)
<i>Vehicle Fuel</i>	89,202	109,305	105,000	93,898	(11,102)	(10.57%)
<i>Repairs and Maintenance</i>	134,307	126,000	146,000	148,000	2,000	1.37%
<i>Services and Charges</i>	1,117,455	1,338,451	1,110,266	1,212,336	102,070	9.19%
<i>Communication</i>	23,540	29,660	25,520	30,360	4,840	18.97%
<i>Utilities</i>	376,006	380,600	370,200	384,500	14,300	3.86%
<i>Office Expenditures</i>	732	800	800	1,240	440	55.00%
<i>Conferences, Training, & Dues</i>	11,267	16,525	10,330	23,585	13,255	128.32%
<i>Special Events & Programs</i>	1,423	1,000	4,761	7,000	2,239	47.03%
<i>Operating Exp Subtotal</i>	1,940,184	2,259,591	2,004,600	2,187,419	182,819	9.12%
<i>Department Total</i>	5,221,295	5,936,995	5,838,198	6,262,525	424,328	7.27%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures are expected to be \$5,838,198, \$98,797 lower than the adjusted budget, a decrease of 1.7 percent.
- Personnel costs for the department are projected to be \$3,833,598, \$156,194 higher than the adjusted budgeted amount mainly due to staff salary increases as a result of the AFSCME contract negotiations. Personnel costs represented 66 percent of the department budget.
- Operating expenditures are projected to be \$2,004,600, \$260,591 lower than the adjusted budget primarily due to a reduction in expenditures for supplies, services and charges, and utilities. Operating costs represented 34percent of the Department budget.

Fiscal Year 2025 Budget Highlights:

- Department expenditures are \$6,262,525, an increase of \$424,328 or 7.3 percent compared to the projected expenditures for Fiscal Year 2024.
- Department FTEs decreased by 0.19 from Fiscal Year 2024 and include a slight increase in seasonal labor for the Vegetation Maintenance Division (0.06 FTE) and a reduction of a part-time hours in the custodial services (0.25 FTE).
- Personnel costs are 65 percent of department expenditures.
- Personnel costs are \$4,075,106, an increase of \$241,509, or 6.3 percent, compared to projected expenditures for Fiscal Year 2024. The increase includes wage increases of \$125,611 and fringe cost increases of \$115,278 above the projected Fiscal Year 2024 amounts, as well as reductions in contractual labor costs of \$25,095.
- Operating expenditures are \$2,187,419, an increase of \$182,819, or 9 percent, compared to the projected Fiscal Year 2024 amount. The increase includes supplies, services and charges, utilities, and conferences and training.
- Supplies account for \$285,000 of operating budget expenditures and include office supplies, custodial supplies, snow removal supplies, leaf collection supplies, sign, park and garden maintenance supplies, and replacement trash and recycling containers. The increase over the projected Fiscal Year 2024 expenditure is \$56,025.

Department Summaries

- Vehicle fuel expenditures account for \$93,898 and include fuel used by Public Works and other departments but not the Police Department. Police vehicle fuel charges are included in the Police budget. The Fiscal Year 2025 fuel budget has decrease by \$11,102 over the projected Fiscal Year 2024, reflecting reduced fuel use due to the City's EV and hybrid vehicles as well as a revision to the fuel allocation calculations for non-Police vehicles.
- Repair and maintenance expenditures account for \$148,000 of operating budget expenditures, an increase of \$2,000 compared to the projected Fiscal Year 2024 amount.
- Services and charges account for \$1,212,336 of operating budget expenditures and include contractual expenses, such as engineering services, specialized building maintenance, vehicle maintenance, disposal and recycling processing fees, tree removal and maintenance, tree planting, and energy efficiency incentives and grants. These expenditures were increased by \$102,070 over the projected Fiscal Year 2024 amount primarily due to resuming pre-ARPA level program funding in the Sustainability Program.
- Utility fees account for \$384,500 of the operating budget expenditures and include electricity, gas and water costs for all City facilities, as well as street lighting.

Fiscal Year 2024 Accomplishments:

- Purchased replacement aerial lift, Recreation bus and Public Works Administration vehicle; placed order for two new Trash Trucks – still awaiting delivery.
- Hired new Sustainability Manager.
- Implemented the new Work Order System.
- Coordinated community meetings related to the Low Impact Development Center’s Stormwater Resiliency Project – 11/10/22, 10/26/23 & 5/5/24; updated Stormwater Resiliency page website.
- Completed new sidewalk installations on Hopewell, Kentland & Larch Avenues and Domer Avenue (CBDG funded).
- Completed ADA compliance on the Ethan Allen Avenue sidewalk.
- Completed traffic calming project on 2nd Avenue.
- Worked with the Planning Division to develop the new Administrative Regulations for traffic calming and new sidewalk requests.
- Completed street resurfacing on Linden Avenue, a section of the New Hampshire Avenue Service Road, and Maple Avenue between Old Philadelphia and Philadelphia Avenues.
- Completed two major stream restoration projects including Takoma Branch stream restoration and Brashear’s Run Outfall repair and stream restoration.

Fiscal Year 2025 Goals:

- Oversee two Sustainability Interns, one funded by the City and the other funded by the Chesapeake Conservation and Climate Corp.
- Begin project for the lower level Community Center renovation.
- Complete several facility improvements including replace flooring in the Auditorium bathroom and hallway, replace sink and cabinets in the Azalea Room.
- Oversee projects to replace the HVAC control system in the Community Center, replace the rear emergency generator and replace the Air Handler in the Teen Room.
- Oversee the purchase of replacement crack filler machine, roll-off trailer, and regular tire changer.
- Complete ADA sidewalk repairs on City sidewalks, as funding allows.
- Complete new sidewalk construction on Belford Place, complete new sidewalk design for Hodges Lane, Chestnut Avenue, Darwin Avenue, and 13th Avenue – schedule construction as funding allows.
- Implement new program for reviewing traffic calming and new sidewalk requests in preparation for FY26 budget cycle.
- Complete street resurfacing as funding allows.
- Complete stormwater projects on Albany Avenue and Baltimore Avenue, Garland Avenue at Davis Avenue and Sligo Mill dead end erosion project.
- Complete CBDG funded stormwater project on Houston Avenue.

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 Work's 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.
- Provides trash carts and mosquito traps for purchase, and recycling and food waste containers at no charge.
- Report vehicle accidents and employee injuries to the related insurers and work with the Human Resources Department to provide specific workplace training programs.



Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Administration</i>	502,469	533,795	545,335	561,975	16,640	3.05%
<i>Division Total</i>	502,469	533,795	545,335	561,975	16,640	3.05%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	303,818	315,581	340,144	332,538	(7,607)	(2.24%)
<i>Fringe Benefits</i>	128,959	128,922	123,084	135,469	12,385	10.06%
<i>Overtime</i>	695	608	600	670	70	11.67%
<i>Employee Recognition</i>	-	3,500	3,500	1,000	(2,500)	(71.43%)
<i>Personnel Subtotal</i>	433,472	448,611	467,328	469,677	2,349	0.50%
<i>Supplies</i>	5,469	6,000	6,000	6,000	-	0.00%
<i>Computer Expenditures</i>	1,072	2,500	2,500	1,500	(1,000)	(40.00%)
<i>Services and Charges</i>	31,956	42,124	40,026	47,698	7,672	19.17%
<i>Communication</i>	23,540	29,660	25,520	30,360	4,840	18.97%
<i>Office Expenditures</i>	732	800	800	1,240	440	55.00%
<i>Conferences, Training, & Dues</i>	4,805	3,100	1,900	4,500	2,600	136.84%
<i>Special Events & Programs</i>	1,423	1,000	1,261	1,000	(261)	(20.70%)
<i>Operating Exp Subtotal</i>	68,997	85,184	78,007	92,298	14,291	18.32%
<i>Division Total</i>	502,469	533,795	545,335	561,975	16,640	3.05%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$545,335, an increase of \$11,540 over the adjusted budgeted mainly due to higher wage costs.
- Personnel costs are projected to be \$467,328, an increase of \$18,717 from the adjusted budget.
- Operating costs are projected to be \$78,007, a decrease of \$7,177 from the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$561,975, an increase of \$16,640, or 3 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 84 percent of division expenditures.
- Personnel costs increase by \$2,349, or 0.5 percent, compared to the projected Fiscal Year 2024 amount and include employee recognition cost of \$1,000.
- Division FTEs remain unchanged.
- Operating expenditures are \$92,298, an increase of \$14,291, or 18 percent, compared to the projected Fiscal Year 2024 amount and include increases in services and charges, communication, conferences and training.



Building Maintenance

Division Purpose:

Responsible for maintaining City facilities, which include the Community Center, the relocated 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 for all City facilities seven days per week, including 17 hours per day on weekdays, and 8 hours each on Saturday and Sunday.
- Identify cost-effective measures to reduce energy use, waste generation, and water use in City 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 the appearance and functionality of employees’ workspace and building users’ experience.
- Special projects in the Fiscal Year 2025 operating budget include refinishing the dance room floor, replacing the flooring in the auditorium bathroom and hallway, replacing the sink and cabinets in the Azalea Room, and replacing the gas hot water tank at the New Hampshire Avenue Recreation Center with a more efficient model.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Expenditures for Facility Maintenance by Contractor	\$175,201	\$90,739	\$123,200	\$130,000
Expenditures for Facility Maintenance In-House (not personnel costs)	\$29,821	\$33,501	\$48,000	\$50,000
Electricity Use (buildings)	1,131,489 kwh	989,258 kwh	1,050,000 kwh	1,100,000 kwh
Gas Use (buildings)	50,234 therms	35,000 therms	29,220 therms	27,000 therms
Water Use (all)	600,000 gals	656,157 gals	650,000 gals	650,000 gals

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Building Maintenance</i>	774,009	1,009,548	957,135	1,036,652	79,517	8.31%
<i>Division Total</i>	774,009	1,009,548	957,135	1,036,652	79,517	8.31%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	236,564	308,707	341,295	370,155	28,860	8.46%
<i>Fringe Benefits</i>	83,394	149,431	122,986	154,383	31,397	25.53%
<i>Overtime</i>	3,849	7,460	7,500	8,424	924	12.32%
<i>Car and Clothing Allowances</i>	1,452	2,700	1,800	2,700	900	50.00%
<i>Night Differential</i>	1,243	3,120	50	5,200	5,150	10300.00%
<i>Contractual Labor</i>	19,028	3,200	4,004	3,680	(324)	(8.09%)
<i>Personnel Subtotal</i>	345,529	474,618	477,635	544,542	66,907	14.01%
<i>Supplies</i>	24,571	37,350	35,500	37,300	1,800	5.07%
<i>Repairs and Maintenance</i>	10,883	30,000	30,000	30,000	-	0.00%
<i>Services and Charges</i>	97,171	172,980	142,000	143,310	1,310	0.92%
<i>Utilities</i>	295,854	293,400	272,000	280,300	8,300	3.05%
<i>Conferences, Training, & Dues</i>	-	1,200	-	1,200	1,200	-
<i>Operating Exp Subtotal</i>	428,480	534,930	479,500	492,110	12,610	2.63%
<i>Division Total</i>	774,009	1,009,548	957,135	1,036,652	79,517	8.31%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$957,135, \$52,413 less than the adjusted budget for Fiscal Year 2024.
- Personnel cost are projected to be \$477,635, \$3,017 more than the adjusted budget.
- Operating costs are projected to be \$479,500, \$55,430 lower than the adjusted budget due to reduced services and charges, and utility costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$1,036,652, an increase of \$79,517 or 8.3 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$544,542, an increase of \$66,907 compared to projected Fiscal Year 2024. Personnel costs represent 53 percent of division expenditures.
- Division FTEs have been reduced by 0.25 FTE with the elimination of a part-time custodial position. Staff schedules have been adjusted to provide custodial services seven days per week.
- Operating expenditures are \$492,110, an increase of \$12,610, or 2.6 percent, compared to the projected Fiscal Year 2024 amount, reflecting increases in supplies, services and charges, and utilities.
- Supplies account for \$37,300 of the operating budget and are primarily custodial supplies.
- Repair materials account for \$30,000 of the operating budget.
- Services and charges expenditures account for \$143,310 of the operating budget and include \$44,002 for service contracts, \$17,200 for special projects, \$76,500 in subcontract expenditures, \$5,100 in uniform rental and \$500 in equipment rental.
- The costs for utilities in City buildings, the largest expenditure in this division at \$280,300, include electricity charges of \$235,800, gas charges of \$25,500, and water charges of \$19,000.

Equipment Maintenance

Division Purpose:

Responsible for maintaining City-owned cars, vans, light trucks, heavy-duty trucks, other specialized motorized equipment (leaf vacuum machines, loader, skid steer, sweeper, 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.
- Provide service checks for Police vehicles on a weekly basis.
- Perform minor vehicle repairs within two days.
- The Division completes 80% of the vehicle repairs in-house; major repairs and warranty work is done through outside contractors.
- Perform all federal and state-required annual certifications and testing on the fuel pumps and underground storage tanks.
- Coordinate vehicle repair as a result of accidents through the City insurance provider.
- Develop and maintain the replacement schedule for vehicles; follow procurement procedures for the purchase of replacement vehicles, identify alternative fuel vehicle options for replacing gas-fueled vehicles.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Number of vehicles maintained:				
<i>Police</i>	59	60	60	55
<i>Public Works</i>	25	25	25	25
<i>Other Departments</i>	5	5	5	4
Maintenance Costs: (non-personnel)				
<i>Police</i>	\$81,647	\$83,835	\$90,000	\$90,000
<i>Public Works and Administration</i>	\$122,152	\$124,012	\$132,000	\$120,000
Number of vehicle/equipment work orders	400	396	425	430

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Equipment Maintenance</i>	546,906	580,111	604,165	617,623	13,458	2.23%
<i>Division Total</i>	546,906	580,111	604,165	617,623	13,458	2.23%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	201,654	230,112	235,695	246,408	10,712	4.55%
<i>Fringe Benefits</i>	76,095	88,744	88,744	98,151	9,407	10.60%
<i>Car and Clothing Allowances</i>	900	1,350	1,350	1,350	-	0.00%
<i>Overtime</i>	10,209	7,500	12,000	11,846	(154)	(1.28%)
<i>Employee Recognition</i>	-	-	-	1,500	1,500	-
<i>Personnel Subtotal</i>	288,858	327,706	337,790	359,255	21,465	6.35%
<i>Supplies</i>	22,437	22,000	22,275	22,200	(75)	(0.34%)
<i>Vehicle Fuel</i>	89,202	109,305	105,000	93,898	(11,102)	(10.57%)
<i>Repairs and Maintenance</i>	123,424	96,000	116,000	118,000	2,000	1.72%
<i>Services and Charges</i>	22,557	23,500	21,500	21,500	-	0.00%
<i>Conferences, Training, Dues & Other</i>	428	1,600	1,600	2,770	1,170	73.13%
<i>Operating Exp Subtotal</i>	258,048	252,405	266,375	258,368	(8,007)	(3.01%)
<i>Division Total</i>	546,906	580,111	604,165	617,623	13,458	2.23%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$604,165, \$24,053 higher than the adjusted budget.
- Personnel costs are projected to be \$337,790, \$10,083 above the adjusted budget amount due to higher salary and overtime costs.
- Operating expenditures are projected to be \$266,375, \$13,970 above the adjusted budget due to higher than anticipated vehicle repair and maintenance costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$617,623, an increase of \$13,458 or 2 percent more than the projected Fiscal Year 2024 amount.
- Personnel costs are 58 percent of division expenditures.
- Personnel expenditures are \$359,255, an increase of \$21,465, or 6.4 percent, compared to the projected Fiscal Year 2024 amount. This reflects increases in wages and fringe benefits costs and employee recognition of \$1,500.
- Division FTEs remain unchanged.
- Operating expenditures are \$258,368, a decrease of \$8,007, or 3 percent, compared to the projected Fiscal Year 2024 amount. The decrease is largely related to a revision to the fuel allocation calculations which reduced the fuel use for non-Police vehicles.
- Supplies account for \$22,200 of the operating budget.
- Vehicle fuel account for \$93,898 of the operating budget.
- Repair and maintenance costs are \$118,000, an increase of \$2,000 over FY24 projected amount. These costs include repair materials, tires and batteries and outside labor costs.
- Services and charges account for \$21,500 of the operating budget and include costs for software, uniform rental and specialized equipment repair (non-vehicle related servicing of fuel pumps and tanks, lifts, compressors and welding).

Right-of-Way Maintenance

Division Purpose:

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

Management Objectives:

- Clean public parks and playground 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 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 and repair street signs and poles, and add additional signage as approved.
- Maintain playground and park equipment in City parks.
- Maintain equipment in the right of way including benches.

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Right-of-Way Maintenance</i>	889,307	977,473	1,000,545	1,080,183	79,638	7.96%
<i>Division Total</i>	889,307	977,473	1,000,545	1,080,183	79,638	7.96%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	405,739	462,896	470,257	496,175	25,919	5.51%
<i>Fringe Benefits</i>	185,818	206,787	206,787	231,114	24,327	11.76%
<i>Overtime</i>	30,074	39,000	42,000	41,054	(946)	(2.25%)
<i>Car and Clothing Allowances</i>	3,150	3,150	2,062	3,150	1,088	52.76%
<i>Contractual Labor</i>	36,743	12,800	40,000	24,840	(15,160)	(37.90%)
<i>Employee Recognition</i>	1,000	2,000	2,000	3,000	1,000	50.00%
<i>Personnel Subtotal</i>	662,523	726,633	763,105	799,333	36,228	4.75%
<i>Supplies</i>	95,493	126,400	108,800	139,850	31,050	28.54%
<i>Services and Charges</i>	56,293	37,440	36,940	42,300	5,360	14.51%
<i>Utilities</i>	74,443	80,200	91,200	96,200	5,000	5.48%
<i>Computer Expenditures</i>	-	5,600	-	-	-	-
<i>Conferences, Training, Dues & Other</i>	555	1,200	500	2,500	2,000	400.00%
<i>Operating Exp Subtotal</i>	226,784	250,840	237,440	280,850	43,410	18.28%
<i>Division Total</i>	889,307	977,473	1,000,545	1,080,183	79,638	7.96%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$1,000,545, \$23,072 higher than the adjusted budget, reflecting a 2.4 percent increase.
- Personnel expenses are projected to be \$763,105, \$36,472 higher than the adjusted budget due to greater salary expenditures and use of contractual labor to fill a staff vacancy.
- Operating expenditures are expected to be \$237,440, \$13,400 lower than the adjusted budget attributable to lower supply costs.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$1,080,183, an increase of \$79,638, or 8 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$799,333, an increase of \$36,228, or 4.8 percent, over the projected Fiscal Year 2024 amount. Personnel costs represent 74 percent of division expenditures. The increase in personnel expenditures is due to higher salary and fringe costs.
- Division FTEs remain unchanged at 7, plus 1.11 FTEs for seasonal labor associated with leaf collection.
- Operating expenditures are \$280,850, an increase of \$43,410 above the projected Fiscal Year 2024 amount.
- Supplies account for \$139,850 of the operating budget, an increase of \$31,050 over the projected Fiscal Year 2024 amount. Expenditures include small equipment purchases, park supplies, snow removal materials, sign materials, leaf collection costs and tools. The budget includes the purchase of a battery-operated winch, replacement batteries for the EV blowers, a new metal storage box and skid steer bucket.
- Services and charges account for \$42,300, an increase of \$5,360 over the projected Fiscal Year 2024 amount. This budget includes expenditures for subcontract work, street sweeping supplies, refuse disposal charges, equipment repair, uniform rental and equipment rental.
- Utility charges account for \$96,200 in payments to PEPCO, including \$95,000 for street lights and \$1,200 for park lighting.

Solid Waste Management

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 collects from public receptacles throughout the City on a frequency as needed. Division staff may also assist with winter storm response.

Additional Services:

- Provide at-the-house collection services for elderly residents or those with physical limitations.
- Provide replacement recycling containers and food waste containers at no cost to all households that receive City collection services.
- Provide a drop-off for special items including electronics and computers, CFL light bulbs, motor oil and antifreeze, and household batteries.
- Hold an annual Household Hazardous Waste Drop-Off Day in June.
- The Department offers 64 and 96-gallon wheeled trash carts for purchase.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Tons of trash	3,208	2,952	2,900	2,900
Tons of recycling	1,311	1,246	1,200	1,200
Tons of yard waste processed at County	351	297	206	250
Tons of food waste collected	286	266	280	300
# of ROW containers serviced	155	155	155	155

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Solid Waste Management</i>	1,184,705	1,278,228	1,285,108	1,369,563	84,455	6.57%
<i>Division Total</i>	1,184,705	1,278,228	1,285,108	1,369,563	84,455	6.57%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	526,156	550,257	574,090	606,317	32,227	5.61%
<i>Car and Clothing Allowances</i>	4,125	4,500	4,500	4,500	-	0.00%
<i>Fringe Benefits</i>	217,725	251,070	251,070	268,936	17,866	7.12%
<i>Overtime</i>	30,099	38,000	35,000	48,984	13,984	39.95%
<i>Contractual Labor</i>	55,830	12,000	27,000	20,240	(6,760)	(25.04%)
<i>Employee Recognition</i>	2,000	500	500	3,000	2,500	500.00%
<i>Personnel Subtotal</i>	835,935	856,328	892,160	951,977	59,817	6.70%
<i>Supplies</i>	4,057	28,900	28,900	44,900	16,000	55.36%
<i>Services and Charges</i>	344,712	392,000	363,800	371,686	7,886	2.17%
<i>Computer Expenditures</i>	-	-	248	-	(248)	(100.00%)
<i>Conferences, Training, & Dues</i>	-	1,000	-	1,000	1,000	0.00%
<i>Operating Exp Subtotal</i>	348,770	421,900	392,948	417,586	24,638	6.27%
<i>Division Total</i>	1,184,705	1,278,228	1,285,108	1,369,563	84,455	6.57%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$1,285,108, an increase of \$6,881, or 0.5 percent above the adjusted budget.
- Personnel costs are projected to be \$892,160, \$35,833 higher than the adjusted budget due to an increase in the wages and use of contractual labor to fill a staff vacancy.
- Operating expenditures are projected to be \$392,948, \$28,952 lower than the adjusted budget due to lower processing costs for recycling and refuse.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$1,369,563, an increase of \$84,455, or 6.6 percent above the projected Fiscal Year 2024 budget.
- Personnel costs are \$951,977, an increase of \$59,817, or 6.7 percent, compared to the projected Fiscal Year 2024 amount. The increase is due to higher wage and fringe cost, plus an increase in overtime costs associated with a greater number of holidays that require overtime pay.
- FTEs remain unchanged.
- Operating budget expenditures are \$417,586, an increase of \$24,638, or 6 percent, compared to the projected amount for Fiscal Year 2024.
- Supplies account for \$44,900 of the operating budget and include purchase of public trash and recycling containers, replacement recycling and food waste bins, and safety equipment.
- Services and charges account for \$371,686 of the operating budget and include the processing fees for refuse, recycling, food waste and yard waste.
- The breakdown of Solid Waste Division expenditures by functional area is:
 - Trash \$731,241 (53 percent) 3,000 ton (61 percent of weight)
 - Recycling \$312,413 (23 percent) 1,300 ton (27 percent of weight)
 - Food Waste \$121,159 (9 percent) 300 ton (6 percent of weight)
 - Yard Waste* \$204,732 (15 percent) 400 ton (6 percent of weight)

Department Summaries

* The weight of yard waste does not represent all yard waste collected. It represents the portion collected by the Solid Waste Division and taken to the Montgomery County composting facility and does not include materials processed at Public Works.

Sustainability

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.

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 Response Resolution”.
- Maintain the City’s status as Sustainable Maryland Certified.
- Complete annual reporting to the Carbon Disclosure Project as required by the Global Conference of Mayors.
- Develop programs to assist low-income residents, businesses, and multi-family properties with energy efficiency improvements.
- Identify new programs to improve sustainability, reduce energy use, and build resiliency.
- Coordinate an annual Earth Day event and other relevant special events and programs.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23*	Estimated FY24	Projected FY25
# of households receiving electrification & energy efficiency grants	16	0	10	15
# of low/moderate income homes receiving electrification & energy efficiency grants	12	0	5	10
# of Multi-Family electrification & energy efficiency projects	13	20	6	8
# of businesses provided support for electrification & energy efficiency	8	0	3	5

* FY23 figures were funded through ARPA programs

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
Sustainability	256,134	335,734	235,118	434,617	199,500	84.85%
Division Total	256,134	335,734	235,118	434,617	199,500	84.85%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
Wages	42,618	94,520	100,815	149,077	48,262	47.87%
Fringe Benefits	16,767	49,577	27,500	49,126	21,626	78.64%
Personnel Subtotal	59,385	144,097	128,315	198,202	69,888	54.47%
Supplies	-	-	-	5,700	5,700	-
Services and Charges	194,880	188,162	100,000	220,000	120,000	120.00%
Conferences, Training, & Dues	1,870	3,475	3,303	4,715	1,412	42.75%
Special Events & Programs	-	-	3,500	6,000	2,500	71.43%
Operating Exp Subtotal	196,750	191,637	106,803	236,415	129,612	121.36%
Division Total	256,134	335,734	235,118	434,617	199,500	84.85%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are projected to be \$235,118, 30 percent lower than the adjusted budget.
- Personnel expenditures are projected to be \$128,315, \$15,782 lower than the adjusted budget due to lower fringe benefit costs.
- Operating expenditures are expected to be \$106,803, \$84,834 lower than adjusted budget. The reduced expenditures reflect delayed completion of grant awards to multi-family, commercial, single family and low- & moderate-income recipients to implement energy efficiency projects.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$434,617, an increase of \$199,500, or 85 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$198,202, an increase of \$69,888, compared to the projected Fiscal Year 2024 amount. The budget includes funds for full-time (2,080 hours) intern position.
- FTEs remain unchanged at 1; however, the budget includes funding for a full-time intern.
- Operating expenditures are \$236,415, an increase of \$129,612, or 121 percent, compared to the projected Fiscal Year 2024 amount and include proposed grant funding to be allocated to energy efficiency rebates for single-family (\$60,000), commercial (\$65,000), and low- and moderate-income property owners (\$15,000), as well as \$35,000 for outreach programming, and \$45,000 to support installation of EV Chargers, either as matching funds for federal grants or direct support for multi-family and commercial installations. Funds are also included to support special events and programs, such as the Go Solar and Earth Day events.



Vegetation Maintenance

Division Purpose:

Maintain the City’s public gardens, planted streetscapes, and stormwater bioretention facilities 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 Rights of Way as needed, including plant care, mowing, invasive plant management, and litter pick up.
- Perform garden and turf management using the principles of Integrated Pest Management and Ecological Horticulture.
- Renovate City gardens and landscape areas, as needed with a focus on native plants.
- 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.
- Coordinate volunteer opportunities for community members to assist in invasive plant removal, new planting, and open space vegetation management.

Performance/Workload Measures

Measurement	Actual	Actual	Estimated	Projected
	FY22	FY23	FY24	FY25
# of gardens maintained	32	32	32	32
# of bio-retention facilities maintained	72	73	73	73
# of streetscapes maintained	85	85	85	85
# of sites mowed	37	37	37	40

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Gardens</i>	422,177	482,920	535,644	526,792	(8,851)	(1.65%)
<i>Division Total</i>	422,177	482,920	535,644	526,792	(8,851)	(1.65%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	260,094	291,249	335,526	312,994	(22,533)	(6.72%)
<i>Fringe Benefits</i>	84,996	99,231	99,231	104,473	5,241	5.28%
<i>Overtime</i>	5,906	10,620	11,501	11,700	199	1.73%
<i>Car and Clothing Allowances</i>	1,350	1,800	1,800	1,800	-	0.00%
<i>Contractual Labor</i>	14,186	-	7,635	4,784	(2,851)	(37.34%)
<i>Personnel Subtotal</i>	366,532	402,900	455,694	435,750	(19,943)	(4.38%)
<i>Supplies</i>	32,183	26,500	26,500	27,550	1,050	3.96%
<i>Services and Charges</i>	16,240	44,370	45,450	53,392	7,942	17.47%
<i>Utilities</i>	5,708	7,000	7,000	8,000	1,000	14.29%
<i>Conferences, Training, & Dues</i>	1,513	2,150	1,000	2,100	1,100	110.00%
<i>Operating Exp Subtotal</i>	55,645	80,020	79,950	91,042	11,092	13.87%
<i>Division Total</i>	422,177	482,920	535,644	526,792	(8,851)	(1.65%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$535,644, which is \$52,724, or 11 percent higher than the adjusted budget.
- Personnel costs are projected to be \$455,694, \$52,794 higher than the adjusted budget due to higher wage costs.
- Operating expenditures are expected to be \$79,950, \$70 lower than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$526,792, a decrease of \$8,851, or 1.7 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$435,750, representing 83 percent of division expenditures. This amount is \$19,943 lower than the projected Fiscal Year 2024 amount. The reduction is due to lower wage expenditures.
- Division FTEs include 4 full time positions and 1.17 FTEs for seasonal labor, an increase of 0.06 FTEs compared to Fiscal Year 2024.
- Operating expenditures are \$91,042, an increase of \$11,092 over the projected Fiscal Year 2024 amount. This includes an increase in supplies, services and charges, utilities, and training.
- Supplies account for \$27,550 of the operating budget and include funds for plant materials, soil, mulch, ice melt for sidewalks, and tools.
- Services and charges account for \$53,392 of the operating budget and include funds for contract maintenance for 56 gardens and streetscape areas to supplement the work of in-house staff. The contractual support occurs six times per year between March and December.
- Utilities charges includes water use costs of \$8,000 annually.

Urban Forest

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 Tree Takoma program, which has a goal of planting 300 trees annually on private property at no cost to the property owner and facilitated by site visit consultation by our partner, Casey Trees.
- Implement programming, as funding is available, to increase tree canopy in areas of the City with less tree cover.
- Plant native trees in the City Right of Way based on annual budget allocation and provide guidance to residents in selecting native trees.
- 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 FY22	Actual FY23	Estimated FY24	Projected FY25
# of tree removal permits issued: desirable, not dead/hazardous)	92	60	55	65
# of tree removal permits issued: undesirable, not dead/hazardous	14	15	20	20
# of tree removal permits issued: dead/hazardous	380	300	275	300
# of tree removal denials	3	10	10	10
#of trees removed from public space	77	75	75	75
# of trees pruned in public space	30	200	351	400
# of trees removed or pruned thru emergency assistance program	16	15	14	15
# of Tree Impact Assessments	144	120	110	110
# of Tree Protection Plan permits	41	30	30	30
# of trees planted in public space	88	45	100	75
# of bulk buy trees planted on private property	85	—	—	—
# of Trees planted through Tree Takoma	39	255	200	150
\$ spent for the emergency assistance program	\$ 39,737	\$ 35,000	\$ 32,000	\$ 35,000
# of Notice of Violation issued	8	10	12	10

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Urban Forest</i>	286,296	346,825	308,631	320,115	11,484	3.72%
<i>Division Total</i>	286,296	346,825	308,631	320,115	11,484	3.72%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	109,177	88,030	89,351	93,412	4,061	4.55%
<i>Fringe Benefits</i>	30,827	27,170	40,000	30,403	(9,597)	(23.99%)
<i>Overtime</i>	1,479	2,000	2,000	2,000	-	0.00%
<i>Car and Clothing Allowances</i>	450	450	450	450	-	0.00%
<i>Personnel Subtotal</i>	141,932	117,650	131,801	126,265	(5,536)	(4.20%)
<i>Supplies</i>	970	2,000	1,000	1,500	500	50.00%
<i>Services and Charges</i>	141,839	225,375	174,550	190,550	16,000	9.17%
<i>Conferences, Training, & Dues</i>	1,555	1,800	1,280	1,800	520	40.63%
<i>Operating Exp Subtotal</i>	144,364	229,175	176,830	193,850	17,020	9.63%
<i>Division Total</i>	286,296	346,825	308,631	320,115	11,484	3.72%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$308,631, \$38,195 lower than the adjusted budget, reflecting an 11 percent decrease.
- Personnel costs were \$131,801, an increase of \$14,150 over the adjusted budget due to an increase in fringe costs.
- Operating budget expenditures are projected to be \$176,830, a decrease of \$52,345 from the adjusted budget due to lower than expected tree removal and pruning expenditures.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$320,115, an increase of \$11,484, or 3.7 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$126,265, a decrease of \$5,536 compared to the projected Fiscal Year 2024 amount. Personnel cost represent 39% of the Division budget.
- Division FTEs remain unchanged at 1.
- Operating expenditures are \$193,850, an increase of \$17,020 compared to the projected amount for Fiscal Year 2024, representing 60 percent of division expenditures.
- Services and charges account for \$190,550 of the operating budget and include contractual services for public space tree removal and maintenance of \$100,000, tree planting in the Right of Way of \$35,000, consulting services of \$5,000, and \$50,000 for tree planting on private property through the Tree Takoma program (Tree Takoma funding comes from the Tree Replacement Fund, not the General Fund).

City Engineer

Division Purpose:

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

Management Objectives:

- Manage the processing of permit applications for driveway aprons, dumpster permits, and work in the Right-of-Way.
- Participate in the new process for review of traffic calming and new sidewalk requests as established by Administrative Regulations 2024 – 01 & 02.
- Implement sidewalk improvement program, including repairs for accessibility, as well as construction of new sidewalks.
- 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 FY22	Actual FY23	Estimated FY24	Projected FY25
Miles of road resurfaced	0.3	0.45	0.21	1.2
Square yards of new sidewalk constructed	0	1,000	647	550
Square yards of sidewalk repaired	2,829	2,000	551	500
Permits processed***	99	100	100	100

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>City Engineer</i>	359,291	392,361	366,517	315,005	(51,513)	(14.05%)
<i>Division Total</i>	359,291	392,361	366,517	315,005	(51,513)	(14.05%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	105,580	124,699	125,609	131,318	5,709	4.55%
<i>Fringe Benefits</i>	41,365	53,711	53,711	56,337	2,625	4.89%
<i>Car & Clothing Allowance</i>	-	450	450	450	-	0.00%
<i>Employee Recognition</i>	-	-	-	2,000	2,000	-
<i>Personnel Subtotal</i>	146,945	178,861	179,770	190,105	10,334	5.75%
<i>Services and Charges</i>	211,806	212,500	186,000	121,900	(64,100)	(34.46%)
<i>Conferences, Training, & Dues</i>	540	1,000	747	3,000	2,253	301.61%
<i>Operating Exp Subtotal</i>	212,346	213,500	186,747	124,900	(61,847)	(33.12%)
<i>Division Total</i>	359,291	392,361	366,517	315,005	(51,513)	(14.05%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$366,517, \$25,844 less than the adjusted budget.
- Personnel costs are projected to be \$179,770, \$909 above the adjusted budget.
- Operating costs are expected to be \$186,747, \$26,753 lower than the adjusted budget, due to lower engineering services expenditures.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$315,005, a decrease of \$51,513, or 14 percent, compared to the projected amount for Fiscal Year 2024.
- Division FTEs remain unchanged.
- Personnel expenditures are \$190,105, an increase of \$10,334 over the projected amount for Fiscal Year 2024. Personnel costs are 60 percent of the division budget.
- Operating expenditures are \$124,900, a decrease of \$61,847 compared to the projected Fiscal Year 2024 amount.
- Services and charges account for \$121,900 of the operating budget and include funding for engineering support services of \$20,000, software use of \$1,600, and minor repair work on sidewalks, roadways, and bridges of \$100,300. The budget is \$64,100 lower than the projected Fiscal Year 2024 due to the exclusion of funding allocated for the Stormwater Resiliency Study which was completed in Fiscal Year 2023 and 2024.

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Recreation



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Department Summary

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.**

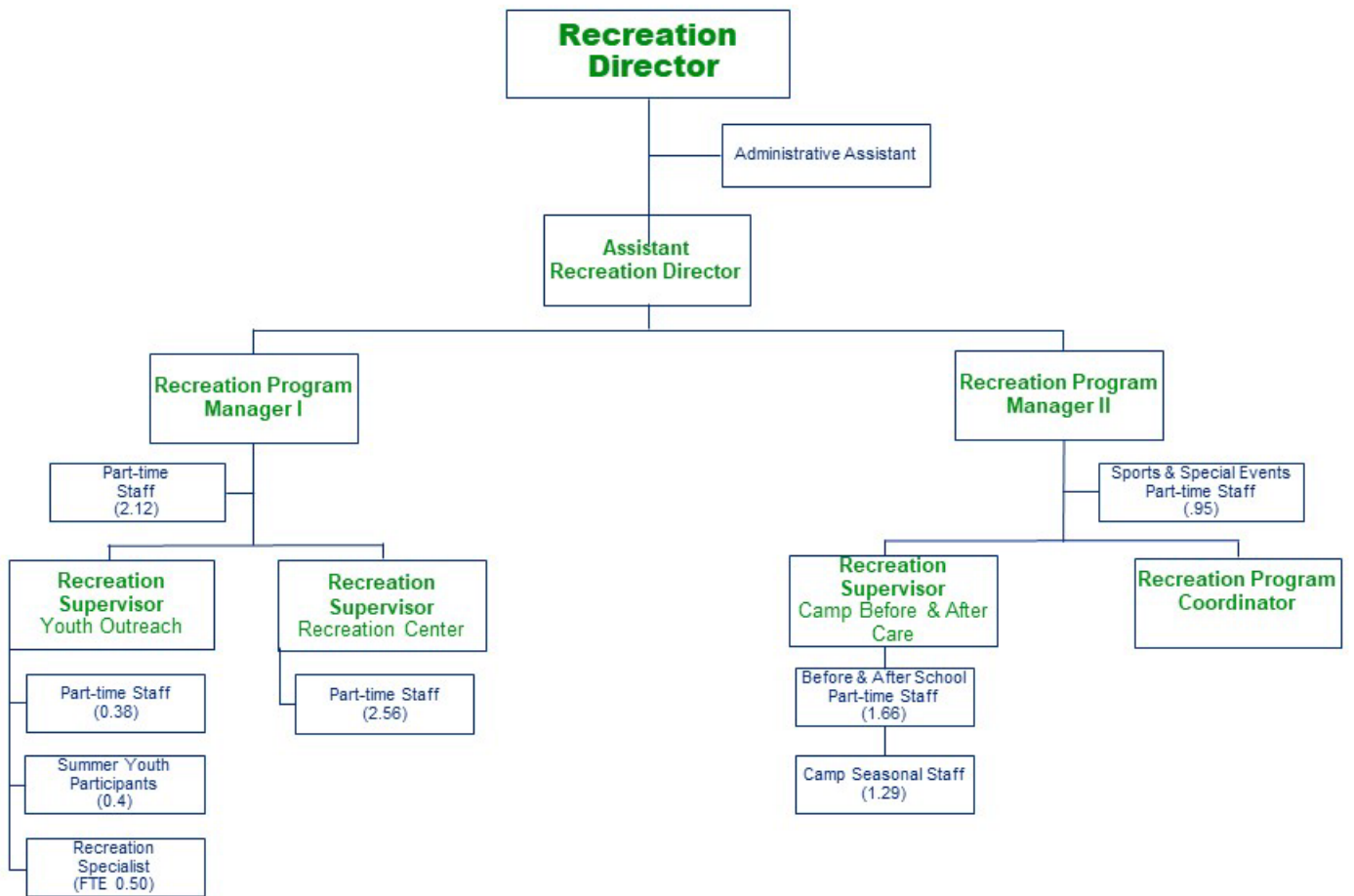


Department Organizational Chart



City of Takoma Park

Recreation Department



Department Summaries

Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Recreation Administration 4100					
Director of Recreation	151,150.67	1.00	1.00	1.00	-
Assistant Director of Recreation	122,514.31	1.00	1.00	1.00	-
Administrative Assistant	64,438.23	1.00	1.00	1.00	-
Administrative Assistant	-	1.00	1.00	-	(1.00)
Total Recreation Administration FTE	338,103.21	4.00	4.00	3.00	(1.00)
FTEs with benefits	338,103.21	4.00	4.00	3.00	(1.00)
FTEs without benefits	-	-	-	-	-
Total Recreation Administration FTE	338,103.21	4.00	4.00	3.00	(1.00)
Youth Outreach 4200					
Recreation Supervisor I	69,069.89	1.00	1.00	1.00	-
Recreation Specialist	19,285.00	-	-	0.50	0.50
Summer Youth Seasonal Staff (and other PT rec staff)	32,196.36	1.68	1.43	0.82	(0.61)
Total Youth Outreach FTE	120,551.25	2.68	2.43	2.32	(0.11)
FTEs with benefits	120,551.25	1.00	1.00	1.50	0.50
FTEs without benefits	-	1.68	1.43	0.82	(0.61)
Total Youth Outreach FTE	120,551.25	2.68	2.43	2.32	(0.11)
Recreation Center 4300					
Recreation Supervisor I	75,524.01	1.00	1.00	1.00	-
Part-time staff	98,370.63	3.27	2.56	2.56	-
Total Recreation FTE	173,894.64	4.27	3.56	3.56	-
FTEs with benefits	173,894.64	1.00	1.00	1.00	-
FTEs without benefits	-	3.27	2.56	2.56	-
Total Recreation FTE	173,894.64	4.27	3.56	3.56	-
Community Programs 4400					
Recreation Program Manager II	102,304.72	1.00	1.00	1.00	-
Recreation Specialist		0.50	-	-	-
Seasonal Staff	36,704.08	1.26	0.95	0.95	-
Total Community Programs FTE	139,008.80	2.76	1.95	1.95	-
FTEs with benefits	139,008.80	1.50	1.00	1.00	-
FTEs without benefits	-	1.26	0.95	0.95	-
Total Community Programs FTE	139,008.80	2.76	1.95	1.95	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Camps 4600					
Recreation Supervisor I	35,052.97	0.50	0.50	0.50	-
Seasonal Staff	52,478.26	0.87	1.24	1.29	0.05
Total Camps FTE	87,531.23	1.37	1.74	1.79	0.05
FTEs with benefits	87,531.23	0.50	0.50	0.50	-
FTEs without benefits	-	0.87	1.24	1.29	0.05
Total Camps FTE	87,531.23	1.37	1.74	1.79	0.05
Before and After School Program 4700					
Recreation Supervisor I	35,052.97	0.50	0.50	0.50	-
Part-time staff	67,707.55	1.92	1.66	1.66	-
Total Before and After School Program FTE	102,760.52	2.42	2.16	2.16	-
FTEs with benefits	102,760.52	0.50	0.50	0.50	-
FTEs without benefits	-	1.92	1.66	1.66	-
Total Before and After School Program FTE	102,760.52	2.42	2.16	2.16	-
Community Center 4800					
Recreation Program Manager I	94,965.41	1.00	1.00	1.00	-
Recreation Coordinator II	83,131.38	1.00	1.00	1.00	-
Part-time staff	86,665.66	1.20	2.47	2.12	(0.35)
Total Community Center FTE	264,762.45	3.20	4.47	4.12	(0.35)
FTEs with benefits	264,762.45	2.00	2.00	2.00	-
FTEs without benefits	-	1.20	2.47	2.12	(0.35)
Total Community Center FTE	264,762.45	3.20	4.47	4.12	(0.35)
Total Recreation Department FTE	1,226,612.10	20.70	20.31	18.90	(1.41)

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Takoma/Langley Recreation Agreement</i>	85,020	85,020	85,020	85,020	-	0.00%
<i>Program/Service Charges</i>	598,766	507,500	641,372	584,300	(57,072)	(8.90%)
<i>Subtotal</i>	683,786	592,520	726,392	669,320	(57,072)	(7.86%)
<i>General Fund</i>	1,008,028	1,487,126	1,304,349	1,515,411	211,063	16.18%
<i>Department Total</i>	1,691,815	2,079,646	2,030,741	2,184,731	153,991	7.58%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Administration</i>	476,181	556,159	538,179	551,302	13,123	2.44%
<i>Outreach</i>	153,642	186,113	186,246	221,901	35,655	19.14%
<i>Takoma Park Recreation Center</i>	218,234	259,318	260,706	278,985	18,279	7.01%
<i>Community Programs</i>	163,504	240,477	242,802	256,032	13,230	5.45%
<i>Athletic Fields and Facilities</i>	78,689	91,700	91,700	95,534	3,834	4.18%
<i>Camps</i>	159,797	145,291	146,260	162,734	16,475	11.26%
<i>Before and After School Programs</i>	106,670	138,256	139,225	148,199	8,974	6.45%
<i>Community Center</i>	335,097	462,333	425,624	470,044	44,420	10.44%
<i>Department Total</i>	1,691,815	2,079,646	2,030,741	2,184,731	153,991	7.58%

Department Summaries

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	1,015,559	1,191,232	1,179,487	1,226,612	47,125	4.00%
<i>Fringe Benefits</i>	290,512	329,035	341,942	393,145	51,203	14.97%
<i>Overtime</i>	3,965	5,624	5,624	6,400	777	13.81%
<i>Employee Recognition</i>	2,500	1,000	1,000	1,500	500	50.00%
<i>Personnel Subtotal</i>	1,312,535	1,526,891	1,528,053	1,627,657	99,605	6.52%
<i>Supplies</i>	30,231	45,350	45,324	54,019	8,695	19.18%
<i>Computer Expenditures</i>	170	1,400	1,400	3,000	1,600	114.29%
<i>Services and Charges</i>	241,544	334,580	321,589	319,562	(2,027)	(0.63%)
<i>Communications</i>	5,586	10,500	10,500	11,200	700	6.67%
<i>Office Expenditures</i>	3,906	1,000	1,000	1,000	-	0.00%
<i>Conferences, Training, & Dues</i>	11,853	13,450	13,450	19,387	5,937	44.14%
<i>Special Events & Programs</i>	85,990	146,475	109,425	148,906	39,481	36.08%
<i>Operating Exp Subtotal</i>	379,279	552,755	502,688	557,074	54,386	10.82%
<i>Department Total</i>	1,691,815	2,079,646	2,030,741	2,184,731	153,991	7.58%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures are expected to be \$48,905, or 2 percent less than the adjusted budget.
- The decrease is due to lower than expected spending in the Community Center and Administrative divisions.
- Program revenues are expected to be \$133,872 more than the adjusted budget due to higher registrations than anticipated.

Fiscal Year 2025 Budget Highlights:

- Department expenditures increase by \$153,991 or 7.58 percent, compared to the projected expenditures for Fiscal Year 2024 mainly due to an increase in program participation and staff wages.
- Department FTE's decreased by 1.41 due to the transfer of the Passport Specialist to the City Manager's Office and the reduction of part-time staff due to changes in programming during the Library and Community Center renovation.
- Personnel costs are 74.5 percent of Department expenditures.
- Services and charges are 15 percent of expenditures and represent the largest operating expenditure of the Department. Services and charges include contractual costs for field maintenance (\$60,854), contractual program instruction (\$75,000), and rental of school facilities (\$34,680).

Fiscal Year 2024 Accomplishments:

- Re-established the Volleyball Club at the Recreation Center
- Conducted a Doubles Pickleball Tournament for Adults.
- Trained Recreation Department staff on 2SLGBTQIA+ Transplaining in March 2024. Transplaining for Camps helps camps build inclusive practices that will create spaces of belonging for campers and staff of all gender identities.
- Maintained capacity for program participants for the Morning/Afternoon Addition programs.
- Increased Dance Camp by an additional week, providing 2 – two-weeks long sessions. Reached capacity for the program which was 27.
- Revitalized the gaming area with brand new systems and games in the Teen Lounge.
- Piloted a filmmaking spring break camp for teens that was well received by participants.
- Re-established the Old School vs. New School basketball game for teens and the community.
- Conducted a Customer Satisfaction Survey, marketing with flyers, social media and through our Activenet software.
- Offered three new classes this year at the Recreation Center for seniors and adults.
- Reinstated Senior Trips.
- Implemented a Beginners Seniors Pickleball Camp.
- Increased SYEP (Summer Youth Employment Program) capacity by securing an additional business partner and an increase in teen participation.
- Successfully passed the Maryland State Department of Education inspection for summer camps at the Takoma Park Recreation Center.
- Partnered with four new non-profit groups who assisted with the trunk or treat area of Monster Bash.

Fiscal Year 2025 Goals:

- Increase the frequency of senior trips for FY25 to 4 a year.
- Implement an Intermediate Senior Pickleball Summer Camp.
- Expand Seniors Recreation Advisory meetings to Victory Tower and Franklin Apartments in Fall 2024.
- Implement a Teen Basketball Skills class for youth ages 12-16. This will be a program conducted once a week at the basketball court that is next to the Community Center.
- Evaluate the need for an additional Adult Sports League and determine which one to implement.
- Increase program participants for the Morning/Afternoon Addition program by 5%.
- Increase engagement in the Teen Lounge during building construction while also ensuring participant safety.
- Conduct two trips during Winter Break for teens.
- With the addition of the Recreation Specialist, continue to bring innovative camps and classes to the teen program.
- Find at least one sponsor for the Egg Hunt and Monster Bash.
- Offer four new Classes at the Community Center and/or Heffner Park Community Center.
- Develop a plan to assist instructors and patrons during construction.
- Increase fitness room memberships at the Recreation Center for seniors, adults, teens and youth.
- Add three new classes at the Recreation Center.
- Establish a long-term rental for the gymnasium once a week to bring in additional revenue.

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.
- Continue to develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.
- Continue to 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/or 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.
- Continue promotion of the department's scholarship program to allow more residents an opportunity to receive services.
- Continue providing quality programs and service while the Library and Community Center are under construction.

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Administration</i>	476,181	556,159	538,179	551,302	13,123	2.44%
<i>Division Total</i>	476,181	556,159	538,179	551,302	13,123	2.44%
<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	296,128	345,269	322,494	338,103	15,610	4.84%
<i>Fringe Benefits</i>	115,261	113,750	126,657	123,258	(3,399)	(2.68%)
<i>Overtime</i>	1,005	800	600	900	300	50.00%
<i>Personnel Subtotal</i>	412,395	459,819	449,751	462,262	12,511	2.78%
<i>Supplies</i>	3,002	4,300	4,276	4,300	24	0.56%
<i>Computer Expenditures</i>	170	1,400	1,400	3,000	1,600	114.29%
<i>Services and Charges</i>	41,302	68,790	60,902	54,690	(6,212)	(10.20%)
<i>Communications</i>	5,586	9,700	9,700	9,900	200	2.06%
<i>Office Expenditures</i>	3,906	1,000	1,000	1,000	-	0.00%
<i>Conferences, Training, & Dues</i>	9,820	11,150	11,150	16,150	5,000	44.84%
<i>Operating Exp Subtotal</i>	63,786	96,340	88,428	89,040	612	0.69%
<i>Division Total</i>	476,181	556,159	538,179	551,302	13,123	2.44%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$17,980, or 2 percent, less than the adjusted budget.
- The decrease is due to a lower amount spent on salaries and wages as a result of a staff transfer out of the division; as well as a lower amount spent on services and charges than budgeted

Fiscal Year 2025 Budget Highlights:

- Division expenditures increased by \$13,123, or 2 percent compared to the projected Fiscal Year 2024 amount.
- Personnel costs are 84 percent of division expenditures.
- Division FTE's decreased by 1 FTE. The decrease is due to the transfer of the Passport Specialist to the City Manager's Office.
- Services and charges (\$54,690) are 10 percent of division expenditures and include expenses for telephone service, postage, advertising, and printing of the program brochure. Transaction costs for online registrations are the largest expense item in this category (\$31,000).

Youth Outreach

Division Purpose:

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

Management Objectives:

- Continue to welcome teens into the Teen Lounge for both personal and professional development opportunities, as well as providing a safe environment for out-of-school time while the building remains under construction.
- Hire and train new Teen Lounge staff.
- Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.
- Increase the number of developmental trips and class opportunities for teens that include life skills and financial literacy development opportunities.
- 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.
- Re-establish the Esports program as a youth development initiative.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Number of developmental teen programs/ trips	2	4	10	5
Number of teens participating in developmental programs/ trips	30	80	130	130
Number of skill building teen camp opportunities	2	1	2	2
Number of SYEP businesses served	7	7	9	7
Number of SYEP teen/young adult participants	14	9	9	9
Number of youth success offerings outside of building	22	25	6	4
Number of participants in offerings outside of building	135	165	140	80

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Outreach</i>	153,642	186,113	186,246	221,901	35,655	19.14%
<i>Division Total</i>	153,642	186,113	186,246	221,901	35,655	19.14%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	105,389	106,210	108,149	120,551	12,403	11.47%
<i>Fringe Benefits</i>	24,640	25,352	25,352	45,519	20,167	79.55%
<i>Overtime</i>	717	500	700	700	-	0.00%
<i>Personnel Subtotal</i>	130,745	132,063	134,201	166,770	32,569	24.27%
<i>Supplies</i>	4,315	7,000	6,998	7,000	2	0.03%
<i>Services and Charges</i>	3,617	7,600	7,597	11,100	3,503	46.11%
<i>Special Events & Programs</i>	14,965	39,450	37,450	37,031	(419)	(1.12%)
<i>Operating Exp Subtotal</i>	22,897	54,050	52,045	55,131	3,086	5.93%
<i>Division Total</i>	153,642	186,113	186,246	221,901	35,655	19.14%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$133, or less than 1 percent, lower than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increased by \$35,655 or 19 percent, compared to the projected expenditures for Fiscal Year 2024. This is attributable to the addition of a Recreation Specialist position for teens.
- Personnel costs are 75 percent of division expenditures.
- Division FTE's decreased by 0.11 due to a reduction in the Summer Youth program and other seasonal staff.
- Services and charges are 5 percent of the division expenditures.
- Special events and programs (\$37,031) are 17 percent of division expenditures and include the Youth Success program, sports, classes, trips, and the Teen program.

Takoma Park Recreation Center

Division Purpose:

The City assumed ownership of the Takoma Park Recreation Center located on New Hampshire Avenue in Fiscal Year 2020. The City receives an operating payment from the County (\$85,020) that covers only about 32.8 percent of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$173,848.

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.
- Establish new Saturday classes/programs/workshops for various age groups.
- Increase fitness room memberships for seniors, adults, teens and youth.
- Successfully pass the Maryland State Department of Education inspection for summer camps.
- Increase summer sports camp offerings by adding Futsal and Basketball.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Memberships (Gym)	85	105	105	110
Memberships (Fitness Only)	0	15	45	50
Memberships (55+)	25	55	65	100
Morning Care participation	8	8	10	15
After the Bell participation	16	18	25	30
People served	5,892	11,784	13,000	13,000

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Takoma Park Recreation Center</i>	218,234	259,318	260,706	278,985	18,279	7.01%
<i>Division Total</i>	218,234	259,318	260,706	278,985	18,279	7.01%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	151,222	170,181	172,269	173,895	1,626	0.94%
<i>Fringe Benefits</i>	29,794	36,137	36,137	45,922	9,784	27.08%
<i>Overtime</i>	742	1,250	800	900	100	12.50%
<i>Employee Recognition</i>	929	-	-	-	-	-
<i>Personnel Subtotal</i>	182,687	207,568	209,206	220,716	11,510	5.50%
<i>Supplies</i>	12,938	14,500	14,500	20,519	6,019	41.51%
<i>Services and Charges</i>	16,852	27,250	27,050	27,300	250	0.92%
<i>Communications</i>	-	800	800	1,300	500	62.50%
<i>Special Events & Programs</i>	5,757	9,200	9,150	9,150	-	0.00%
<i>Operating Exp Subtotal</i>	35,547	51,750	51,500	58,269	6,769	13.14%
<i>Division Total</i>	218,234	259,318	260,706	278,985	18,279	7.01%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$1,388, or less than 1 percent more than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increased by \$18,279, or 7 percent, compared to the projected expenditures for Fiscal Year 2024 primarily due to personnel costs of \$11,510 and supplies \$6,019.
- Personnel costs are 79 percent of division expenditures.
- Division FTE's remain unchanged.
- Services and charges are 9.8 percent of division expenditures and include the cost of contractual program instructors (\$20,600).

Community Programs

Division Purpose:

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

Management Objectives:

- Continue to grow a drop-in pickleball program at the Recreation Center for adults and seniors. Host a one-day, round-robin tournament in the spring.
- Evaluate the Y.E.S. league divisions to identify any necessary realignments.
- Promote internal and external partnership opportunities for the annual Egg Hunt and Monster Bash.
- Start Winter Basketball League earlier in January to allow for makeup games in March.
- Analyze the need and possibility of adding a new adult sports league.
- Determine the best time to offer T-ball and separate practice times that are more player friendly

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Adult Basketball League Teams	0	4	4	6
Adult Softball League Teams	4	4	4	6
Futsal League Participants	120	126	126	120
T-Ball League Participants	40	40	40	40
Winter Basketball League Participants	540	543	600	670
Y.E.S. League Participants	0	60	75	75
Egg Hunt Participants	400	650	650	900
Monster Bash Participants	850	950	1,000	1,125

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Community Programs</i>	163,504	240,477	242,802	256,032	13,230	5.45%
<i>Division Total</i>	163,504	240,477	242,802	256,032	13,230	5.45%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	86,250	132,720	134,145	139,009	4,864	3.63%
<i>Fringe Benefits</i>	26,332	39,883	39,883	45,427	5,545	13.90%
<i>Overtime</i>	103	600	1,500	1,500	-	0.00%
<i>Employee Recognition</i>	71	-	-	1,500	1,500	-
<i>Personnel Subtotal</i>	112,757	173,202	175,527	187,436	11,909	6.78%
<i>Supplies</i>	49	700	700	700	-	0.00%
<i>Services and Charges</i>	9,870	11,250	11,250	12,171	921	8.19%
<i>Special Events & Programs</i>	40,828	55,325	55,325	55,725	400	0.72%
<i>Operating Exp Subtotal</i>	50,747	67,275	67,275	68,596	1,321	1.96%
<i>Division Total</i>	163,504	240,477	242,802	256,032	13,230	5.45%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$2,325, or 1 percent more than budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increased by \$13,230, or 5 percent, compared to the projected expenditures for Fiscal Year 2024. The increase is primarily due to increases in salaries, wages and fringe benefits.
- Personnel costs are 73 percent of division expenditures.
- FTE's remain unchanged.
- Special events and programs (\$55,725) are 22 percent of division expenditures and include costs for the Annual Egg Hunt, Monster Bash and Outdoor Movies. Expenditures for department-sponsored sports programs such as the Winter Basketball league, Futsal league, and YES league are also included in this category.



Athletic Fields and 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 and Community Center Redevelopment.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Number of Resident Rentals at TPCC	25	190	100	180
Number of Non-Resident Rentals at TPCC	0	25	10	22
Percentage of days used at TPCC	40%	41%	15%	10%
Number of Resident Rentals at TPRC	25	50	50	70%
Number of Non-Resident Rentals at TPRC	5	20	20	25
Percentage of days used at TPRC	50%	63%	63%	68%
Number of Resident Rentals at Heffner	15	140	140	160
Number of Non-Resident Rentals at Heffner	0	15	25	35
Percentage of days used at Heffner	25%	36%	36%	42%

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Athletic Fields and Facilities</i>	78,689	91,700	91,700	95,534	3,834	4.18%
<i>Division Total</i>	78,689	91,700	91,700	95,534	3,834	4.18%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Services and Charges</i>	78,689	91,700	91,700	95,534	3,834	4.18%
<i>Operating Exp Subtotal</i>	78,689	91,700	91,700	95,534	3,834	4.18%
<i>Division Total</i>	78,689	91,700	91,700	95,534	3,834	4.18%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Projected expenditures for Fiscal Year 2024 are expected to be as per budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$3,834, or 4 percent, compared to the projected expenditures for Fiscal Year 2024.
- Services and charges are 100 percent of division expenditures and include the contractual costs for maintaining the Lee Jordan and Ed Wilhelm fields (\$60,854). This category also includes funds paid to Community Use of Public Facilities (CUPF) for the rental of Montgomery County school facilities for City-provided recreational programs (\$34,680). The fee includes additional space that will be needed during the Library and Community Center redevelopment.

Camps

Division Purpose:

Develop programming for spring break, winter and summer camps and oversee their operation. Camps include Camp Takoma, spring break and winter break camp, and a variety of specialty camps at the Community Center.

Management Objectives:

- 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 FY22	Actual FY23	Estimated FY24	Projected FY25
Number of participants in Counselor-in-Training Program	0	0	12	14
Percentage of favorable ratings for Spring Break Camp	N/A	90%	90%	90%
Percentage of evaluations returned for Spring Break Camp	N/A	80%	80%	80%
Percentage of favorable ratings for Summer Camp	N/A	90%	90%	90%
Percentage of evaluations returned for Summer Camp	N/A	75%	75%	75%
Number of summer specialty camps	0	2	3	4
Number of participants in summer specialty camps	0	14	64	70

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Camps</i>	159,797	145,291	146,260	162,734	16,475	11.26%
<i>Division Total</i>	159,797	145,291	146,260	162,734	16,475	11.26%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	106,816	79,590	80,559	87,531	6,972	8.65%
<i>Fringe Benefits</i>	23,487	17,787	17,787	25,276	7,489	42.10%
<i>Overtime</i>	888	524	524	600	77	14.61%
<i>Employee Recognition</i>	-	500	500	-	(500)	(100.00%)
<i>Personnel Subtotal</i>	131,191	98,401	99,370	113,407	14,038	14.13%
<i>Supplies</i>	2,422	2,500	2,500	4,000	1,500	60.00%
<i>Services and Charges</i>	21,130	37,390	37,390	37,390	-	0.00%
<i>Conferences, Training, & Dues</i>	2,033	2,000	2,000	2,937	937	46.85%
<i>Special Events & Programs</i>	3,021	5,000	5,000	5,000	-	0.00%
<i>Operating Exp Subtotal</i>	28,606	46,890	46,890	49,327	2,437	5.20%
<i>Division Total</i>	159,797	145,291	146,260	162,734	16,475	11.26%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$969, or less than 1 percent more than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$16,475, or 11.3 percent, compared to the projected expenditures for Fiscal Year 2024 due to an increase in personnel costs (\$14,038).
- Personnel costs are 69.7 percent of division expenditures.
- Division FTE's increase by 0.05 due to estimated seasonal staff hours required.
- Services and charges (\$37,390) are 23 percent of division expenditures and include the contractual costs for special programs and transportation.

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.
- Increase aftercare registration numbers to reflect 45 participants.
- Continue providing quality afterschool programs during Library and Community Center construction.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Percentage of evaluations returned	80%	85%	85%	85%
Percentage of favorable ratings for Before/After School Care	90%	90%	90%	90%
Contractor-led clubs/activities	N/A	N/A	N/A	N/A
Number of participants in Morning Addition	25	22	25	25
Number of participants in Afternoon Addition	35	40	45	45

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Before and After School Programs</i>	106,670	138,256	139,225	148,199	8,974	6.45%
<i>Division Total</i>	106,670	138,256	139,225	148,199	8,974	6.45%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	81,323	96,619	97,588	102,761	5,172	5.30%
<i>Fringe Benefits</i>	18,057	24,286	24,286	28,261	3,975	16.37%
<i>Overtime</i>	-	500	500	500	-	0.00%
<i>Employee Recognition</i>	-	500	500	-	(500)	-
<i>Personnel Subtotal</i>	99,380	121,906	122,875	131,522	8,647	7.04%
<i>Supplies</i>	5,344	8,350	8,350	9,500	1,150	13.77%
<i>Services and Charges</i>	1,946	5,200	5,200	3,877	(1,323)	(25.44%)
<i>Conferences, Training, & Dues</i>	-	300	300	300	-	0.00%
<i>Special Events & Programs</i>	-	2,500	2,500	3,000	500	20.00%
<i>Operating Exp Subtotal</i>	7,290	16,350	16,350	16,677	327	2.00%
<i>Division Total</i>	106,670	138,256	139,225	148,199	8,974	6.45%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$969, or less than 1 percent more than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures increase by \$8,974, or 6.5 percent, compared to projected expenditures for Fiscal Year 2024 due to fringe benefits and staff wages.
- Personnel costs are 89 percent of division expenditures.
- Division FTE's remain unchanged.

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 as well as multi-media lab, and reception desk operations.

Management Objectives

- Continue the 55+ Summer Camp program.
- Expand technology and computer class offerings for the 55+ population.
- Continue virtual programs for senior participants.
- Develop a new partnership focusing on health, wellness and nutrition for the 55+ population.
- Increase adult class offerings at the Community Center.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Number of active adult programs	11	13	14	15
Number of Senior Camp participants	2	0	12	12
Number of participants in active adult programs	365	763	800	900
Number of Senior Program partners	1	2	2	3

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Community Center</i>	335,097	462,333	425,624	470,044	44,420	10.44%
<i>Division Total</i>	335,097	462,333	425,624	470,044	44,420	10.44%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	188,431	260,644	264,285	264,762	478	0.18%
<i>Fringe Benefits</i>	52,940	71,839	71,839	79,482	7,642	10.64%
<i>Overtime</i>	510	1,450	1,000	1,300	300	30.00%
<i>Employee Recognition</i>	1,500	-	-	-	-	-
<i>Personnel Subtotal</i>	243,380	333,933	337,124	345,544	8,420	2.50%
<i>Supplies</i>	2,161	8,000	8,000	8,000	-	0.00%
<i>Services and Charges</i>	68,138	85,400	80,500	77,500	(3,000)	(3.73%)
<i>Special Events & Programs</i>	21,418	35,000	-	39,000	39,000	-
<i>Operating Exp Subtotal</i>	91,717	128,400	88,500	124,500	36,000	40.68%
<i>Division Total</i>	335,097	462,333	425,624	470,044	44,420	10.44%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$36,709, or 7.9 percent, lower than the adjusted budget due to lower than expected spending in instructor contracts.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are expected to increase \$44,420, or 10 percent, compared to the projected expenditures for Fiscal Year 2024 due mainly to an increase in programs.
- Personnel costs are 74 percent of division expenditures.
- Division FTE's decrease by 0.35 due to a reduction in part-time staff during construction.

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Housing and Community Development



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Department Summary

Department Overview

The Housing and Community Development (HCD) Department is responsible for enhancing the safety, livability, and resilience of Takoma Park and its residents by providing diverse, high-quality housing opportunities; developing thoughtful and purposeful public areas; enhancing access to reliable and sustainable transportation options for pedestrians, cyclists, and motorists; enabling and promoting vibrant commercial spaces; and enhancing creative expression through the arts. Activities of the Department include managing the City's rental licensing and rent stabilization policies, encouraging the development of diverse and affordable housing opportunities, supporting the growth of a robust and healthy local economy, improving public space and transit opportunities, ensuring safe and environmentally-friendly property maintenance, and improving the quality of life for residents and stakeholders throughout the Takoma Park community.

HCD comprises six divisions: 1) HCD Administration, 2) Arts & Humanities, 3) Code Enforcement, 4) Economic Development, 5) Housing, and 6) Planning & Development Services.

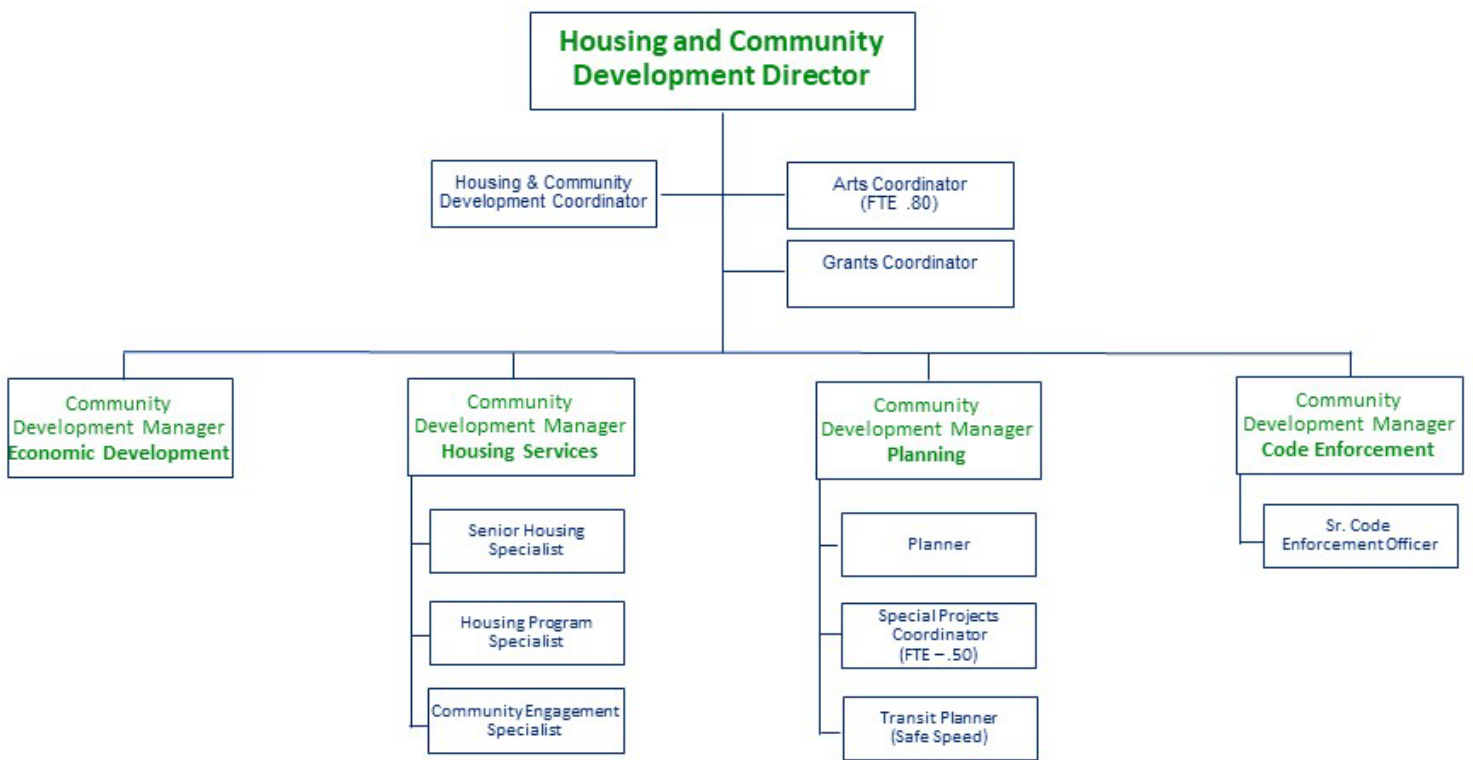


Department Organizational Chart



City of Takoma Park

Housing and Community Development



Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
HCD Administration 5500					
Director of Housing & Community Development	136,190.80	1.00	1.00	1.00	-
Administrative Assistant/HCD Coordinator	71,927.62	1.00	1.00	1.00	-
Grants Coordinator	80,489.71	-	1.00	1.00	-
Total HCD Administration FTE	288,608.13	2.00	3.00	3.00	-
FTEs with benefits	288,608.13	2.00	3.00	3.00	-
FTEs without benefits	-	-	-	-	-
Total HCD Administration FTE	288,608.13	2.00	3.00	3.00	-
Planning & Development 5400					
Community Development Manager-Planning	121,507.89	1.00	1.00	1.00	-
Planner/ Senior Planner	92,411.47	1.00	1.00	1.00	-
Special Program Coordinator / Data Analyst	81,697.05	0.50	0.50	0.50	-
Total Planning and Development FTE	295,616.42	2.50	2.50	2.50	-
FTEs with benefits	295,616.42	2.50	2.50	2.50	-
FTEs without benefits	-	-	-	-	-
Total Planning and Development FTE	295,616.42	2.50	2.50	2.50	-
Economic Development 5600					
Community Dev. Manager-Economic Development	109,481.87	1.00	1.00	1.00	-
Economic Development Specialist	-	-	1.00	-	(1.00)
Total Economic Development FTE	-	1.00	2.00	1.00	(1.00)
FTEs with benefits	-	1.00	2.00	1.00	(1.00)
FTEs without benefits	-	-	-	-	-
Total Economic Development FTE	-	1.00	2.00	1.00	(1.00)
Arts & Humanities 5700					
Arts Coordinator	60,367.29	0.63	0.63	0.75	0.12
Total Arts & Humanities FTE	60,367.29	0.63	0.63	0.75	0.12
FTEs with benefits	60,367.29	0.63	0.63	0.75	0.12
FTEs without benefits	-	-	-	-	-
Total Arts & Humanities FTE	60,367.29	0.63	0.63	0.75	0.12
Housing Services 5800					
Community Dev. Manager-Housing Services	111,124.10	1.00	1.00	1.00	-
Housing Specialist / Senior Housing Specialist	101,046.70	1.00	1.00	1.00	-
Rental Licensing Specialist / Housing Program Specialist	70,572.98	1.00	1.00	1.00	-
Landlord-Tenant Mediator/ Community Eng. Specialist	67,769.08	1.00	1.00	1.00	-
Grants Coordinator	-	0.50	-	-	-
Total Housing Services FTE	350,512.86	4.50	4.00	4.00	-
FTEs with benefits	350,512.86	4.50	4.00	4.00	-
FTEs without benefits	-	-	-	-	-
Total Housing Services FTE	350,512.86	4.50	4.00	4.00	-

Department Summaries

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Code Enforcement 5900					
Community Development Manager-Code Enforcement	114,482.82	1.00	1.00	1.00	-
Senior Code Enforcement Inspector	76,341.36	1.00	1.00	1.00	-
Code Enforcement Inspector	-	1.00	-	-	-
Total Code Enforcement FTE	190,824.18	3.00	2.00	2.00	-
FTEs with benefits	190,824.18	3.00	2.00	2.00	-
FTEs without benefits	-	-	-	-	-
Total Code Enforcement FTE	190,824.18	3.00	2.00	2.00	-
Speed & Red-light Camera 0060					
Traffic Planner	85,781.91	-	-	1.00	1.00
Total Speed & Red-light Camera FTE	85,781.91	-	-	1.00	1.00
FTEs with benefits	85,781.91	-	-	1.00	1.00
FTEs without benefits	-	-	-	-	-
Total Speed & Red-light Camera FTE	85,781.91	-	-	1.00	1.00
Total Housing & Community Department FTE					
	1,271,710.79	13.63	14.13	14.25	0.12

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Inspection Fees</i>	365,161	360,000	385,000	396,000	11,000	2.86%
<i>Subtotal</i>	365,161	360,000	385,000	396,000	11,000	2.86%
<i>General Fund</i>	1,341,989	2,199,249	2,151,418	2,166,859	15,441	0.72%
<i>Department Total</i>	1,707,150	2,559,249	2,536,418	2,562,859	26,441	1.04%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>HCD Administration</i>	317,097	471,177	466,410	474,991	8,581	1.84%
<i>Economic Development</i>	206,872	304,538	297,158	328,511	31,352	10.55%
<i>Arts and Humanities</i>	89,092	113,552	116,055	103,380	(12,675)	(10.92%)
<i>Planning and Development Services</i>	266,523	520,655	490,272	444,380	(45,892)	(9.36%)
<i>Housing and Community Services</i>	551,124	842,073	863,560	896,415	32,855	3.80%
<i>Code Enforcement</i>	276,441	307,252	302,963	315,183	12,220	4.03%
<i>Department Total</i>	1,707,150	2,559,249	2,536,418	2,562,859	26,441	1.04%

Department Summaries

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	836,628	1,178,201	1,219,828	1,272,120	52,292	4.29%
<i>Fringe Benefits</i>	296,293	468,725	468,725	530,163	61,438	13.11%
<i>Overtime</i>	11,194	15,500	16,376	14,700	(1,676)	(10.23%)
<i>Employee Recognition</i>	1,315	-	-	4,500	4,500	-
<i>Personnel Subtotal</i>	1,145,430	1,662,426	1,704,929	1,821,483	116,554	6.84%
<i>Supplies</i>	9,325	11,600	11,600	9,250	(2,350)	(20.26%)
<i>Site Improvements</i>	16,053	45,000	45,000	-	(45,000)	(100.00%)
<i>Computer Expenditures</i>	9,000	6,200	6,200	5,120	(1,080)	(17.42%)
<i>Services and Charges</i>	495,569	757,453	706,300	685,550	(20,750)	(2.94%)
<i>Communications</i>	5,707	15,400	15,400	11,856	(3,544)	(23.01%)
<i>Conferences, Training, & Dues</i>	8,992	30,670	26,489	29,600	3,111	11.74%
<i>Special Events & Programs</i>	6,707	30,500	20,500	-	(20,500)	(100.00%)
<i>Vehicle Lease</i>	10,367	-	-	-	-	-
<i>Operating Exp Subtotal</i>	561,720	896,823	831,489	741,376	(90,113)	(10.84%)
<i>Department Total</i>	1,707,150	2,559,249	2,536,418	2,562,859	26,441	1.04%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Department expenditures are projected to be \$22,831, or 1 percent, lower than the adjusted Fiscal Year 2024 budget.
- Personnel costs for the Department are projected to be \$42,503, or 3 percent greater than the adjusted budget. However, this will likely fall lower by the end of the fiscal year due to currently vacant positions in the Housing, Planning, and Economic Development divisions.
- Operating expenditures for the Department are projected to be \$65,334, or 7 percent lower than the budgeted amount primarily due to lower than anticipated expenditures in services and charges.

Fiscal Year 2025 Budget Highlights

- Department expenditures are \$2,562,859, an increase by \$26,441, or 1 percent, compared to the projected Fiscal Year 2024 amount.
- Departmental FTEs decreased from Fiscal Year 2024 by 0.88.
- Personnel costs are 71 percent of department expenditures.
- Personnel costs increased by \$116,554, or 7 percent, compared to projected personnel costs for Fiscal Year 2024.
- Operating expenditures decrease by \$90,113, or 10 percent, compared to the Fiscal Year 2024 projected amount. HCD Administration sees a modest increase in operating expenses primarily due to the consolidation of departmental printing expenses, while all other divisions see small to moderate operating expense decreases.
- Supplies, computer expenditures, and communications are \$26,226, or 1 percent of Department expenditures and include internal department support expenditures, including office supplies, IT equipment, event supplies, copying and printing for program outreach and mailings. These categories will decrease by \$6,974 from the projected Fiscal Year 2024 expenditures.
- Services and charges are \$685,550, or 27% of Department expenditures and include external contracts for service such as economic development services, rental property inspections, rental analysis, landlord-tenant services, community outreach, emergency abatement orders, and Takoma Arts honorariums. These expenditures

Department Summaries

also include internal software programs for departmental administration. The expense is a decrease of \$20,750 from projected Fiscal Year 2024 expenditures.

- Conferences, trainings, and dues are \$29,600, or 1% of Department expenditures and include internal team trainings, funding for professional development, and membership association dues for HCD staff. The expense is an increase of \$3,111 from projected Fiscal Year 2024 expenditures.

HCD Administration

Division Purpose:

Oversee of departmental functions including: establishment of departmental goals and workplans; preparation and monitoring of departmental budget; oversight of elected official and resident engagement; development and implementation of policies, programs, and special projects; management of quality of life programming; and coordination of external grant funding.

Management Objectives:

- Coordinate the work of the six HCD divisions.
- Implement the City Council’s Housing & Community Development priorities.
- Ensure proper departmental staffing and resource allocation.
- Partner with County, State, and federal entities to further the City’s housing and community development priorities.
- Identify and monitor external funding, including grant and intra-governmental funding opportunities.
- Implement quality of life funding, including the Community Quality of Life Grant and Food Insecurity Grant.
- Staff the Takoma Park Grant Review Committee.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Special Revenue Fund Projects Overseen	13	12	13	16
HCD Grant Programming Funds Awarded	\$300,000	\$200,000	\$300,000	\$600,000
Client Intake Cases Logged	-	85	500	600

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>HCD Administration</i>	317,097	471,177	466,410	474,991	8,581	1.84%
<i>Division Total</i>	317,097	471,177	466,410	474,991	8,581	1.84%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	200,032	281,764	287,096	288,608	1,512	0.53%
<i>Salaries-Part Time</i>	9,794	-	-	-	-	-
<i>Fringe Benefits</i>	62,446	105,414	105,414	111,007	5,593	5.31%
<i>Overtime</i>	1,876	1,000	1,000	1,200	200	20.00%
<i>Personnel Subtotal</i>	274,148	388,177	393,510	400,815	7,305	1.86%
<i>Supplies</i>	2,322	2,100	2,100	4,250	2,150	102.38%
<i>Computer Expenditures</i>	9,000	6,200	6,200	5,120	(1,080)	(17.42%)
<i>Services and Charges</i>	24,263	57,200	47,200	48,150	950	2.01%
<i>Communications</i>	5,707	15,400	15,400	11,856	(3,544)	(23.01%)
<i>Conferences, Training, & Dues</i>	1,658	2,100	2,000	4,800	2,800	140.00%
<i>Operating Exp Subtotal</i>	42,950	83,000	72,900	74,176	1,276	1.75%
<i>Division Total</i>	317,097	471,177	466,410	474,991	8,581	1.84%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$4,767, or 1 percent, lower than the adjusted budgeted due mainly to savings in projected contract expenses.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$474,991, an increase of \$8,851, or 2 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 84 percent of division expenditures.
- Personnel costs increase by \$7,305, or 2 percent compared to the projected Fiscal Year 2024 amount.
- Division FTEs remain unchanged.
- Operating expenditures increase by \$1,276, or 1 percent, compared to the projected Fiscal Year 2024 amount and include departmental service contracts and software, as well as IT equipment, office supplies, and printing/copying expenses.

Economic Development

Division Purpose:

Enhance the economic wealth and quality of life of Takoma Park and its residents through the promotion and support of local business communities, support for redevelopment projects to grow City amenities and the local tax base, administration of economic development programming, and facilitation of workforce development opportunities.

Management Objectives:

- Implement recommendations of the Housing & Economic Development Strategic Plan.
- Provide technical assistance to local businesses and commercial property owners.
- Attract, retain, and grow local small businesses through the Open for Business Grant and other access to capital opportunities.
- Support ongoing and emerging real estate development projects within the City.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Business Database Contacts	350	400	400	300
Business Technical Support Service Contracts	2	4	4	4
Real Estate Development Pipeline Projects	3	4	4	5
Fixed Location Vendor Permits Issued	5	5	8	6

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Economic Development</i>	206,872	304,538	297,158	328,511	31,352	10.55%
<i>Division Total</i>	206,872	304,538	297,158	328,511	31,352	10.55%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	71,616	84,773	84,773	109,482	24,709	29.15%
<i>Fringe Benefits</i>	34,830	41,886	41,886	52,329	10,443	24.93%
<i>Overtime</i>	-	1,000	1,000	-	(1,000)	(100.00%)
<i>Personnel Subtotal</i>	106,447	127,658	127,658	161,811	34,152	26.75%
<i>Services and Charges</i>	99,596	173,850	168,000	163,100	(4,900)	(2.92%)
<i>Conferences, Training, & Dues</i>	830	3,030	1,500	3,600	2,100	140.00%
<i>Operating Exp Subtotal</i>	100,426	176,880	169,500	166,700	(2,800)	(1.65%)
<i>Division Total</i>	206,872	304,538	297,158	328,511	31,352	10.55%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$7,380, or 2 percent, lower than the adjusted budget due mainly to staff capacity limiting the execution of additional service contracts.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$328,511, an increase of \$31,352, or 11 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 49 percent of division expenditures.
- Personnel costs increase by \$34,152, or 27 percent compared to the projected Fiscal Year 2024 amount, due to the lack of division staff for a majority of Fiscal Year 2024.
- Division FTEs decrease by 1.
- Operating expenditures are \$166,700, a decrease of \$2,800, or 2 percent, compared to the projected Fiscal Year 2024 amount and include economic development service contracts for partner business associations, pre-development support for targeted corridors, and internal division software.

Fiscal Year 2024 Accomplishments:

- Successful release of the Open for Business Grant to attract new and expanded brick-and-mortar business opportunities in Takoma Park.
- Completion of five (5) Business Investment Grants (BIG) for local small business operations.
- Execution of four (4) economic development service contracts and two (2) farmer's market service contracts.

Fiscal Year 2025 Goals:

- Small Business Support: Expansion of existing business capital funding, including the Open for Business Grant and new Signage Grant opportunities.
- Real Estate Development: Implementation of a Pre-Development Fund for underutilized mixed-use properties along the New Hampshire Avenue Corridor.

Arts & Humanities

Division Purpose:

Development and coordination of cultural programming including public art installations and in-person exhibitions to enhance the quality of life, community cohesion, and economic development throughout Takoma Park.

Management Objectives:

- Implementation of the Takoma Park Cultural Plan.
- Facilitation of cultural arts programming.
- Coordination of public arts projects.
- Management of the Takoma Arts series and Takoma Park Poet Laureate program.
- Staffing of the Takoma Park Arts & Humanities Committee.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Takoma Park Arts E-Newsletter Subscribers	2,500	2,500	2,750	2,750
Takoma Park Arts YouTube Views	-	80000	81,000	85,000

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Arts and Humanities</i>	89,092	113,552	116,055	103,380	(12,675)	(10.92%)
<i>Division Total</i>	89,092	113,552	116,055	103,380	(12,675)	(10.92%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24-FY25</i>	<i>Change (%) Proj FY24-FY25</i>
<i>Wages</i>	51,715	60,498	62,375	60,367	(2,007)	(3.22%)
<i>Fringe Benefits</i>	16,029	21,205	21,205	20,363	(842)	(3.97%)
<i>Overtime</i>	3,302	1,500	2,376	1,500	(876)	(36.86%)
<i>Employee Recognition</i>	315	-	-	-	-	-
<i>Personnel Subtotal</i>	71,361	83,202	85,955	82,230	(3,725)	(4.33%)
<i>Services and Charges</i>	17,374	27,400	27,100	19,500	(7,600)	(28.04%)
<i>Conferences, Training, & Dues</i>	357	2,950	3,000	1,650	(1,350)	(45.00%)
<i>Operating Exp Subtotal</i>	17,731	30,350	30,100	21,150	(8,950)	(29.73%)
<i>Division Total</i>	89,092	113,552	116,055	103,380	(12,675)	(10.92%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$2,502, or 2 percent greater than the adjusted budget due mainly to adjustments in personnel expenses from unfilled intern positions.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$103,380, a decrease of \$12,675, or 11 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 80 percent of division expenditures.
- Personnel costs decrease by \$3,725, or 4 percent compared to the projected Fiscal Year 2024 amount.
- Division FTEs increase by 0.12.
- Operating expenditures decrease by \$8,950, or 30 percent, compared to the projected Fiscal Year 2024 amount and include publicity and equipment expenses for public art installations, as well as honorariums for the Takoma Park Poet Laureate and Takoma Arts shows.

Fiscal Year 2024 Accomplishments:

- Successful implementation of the Takoma Park Arts Series, averaging nearly two free performances per month in the Takoma Park Community Center, including concerts, theater, dance, film screenings, and more.
- Expansion of the Poet Laureate series under Poet Laureate Taylor Johnson, who hosted monthly readings in partnership with the City and a local bookstore.

Fiscal Year 2025 Goals:

- Public Art: Installation of a sculpture selected through the 2023 Request for Proposals at the Takoma Park Recreation Center.
- Public Art: Installation of a second Free Little Art Gallery.



Planning & Development Services

Division Purpose:

Enhance safety, livability and resiliency through the built environment and to work with the community to equitably promote and protect Takoma Park’s diverse neighborhoods, vibrant commercial areas, unique character and natural resources for current and future generations.

Management Objectives:

- Manage continued development of the New Hampshire Avenue Bikeway Plan, the Maple Avenue Connectivity Plan, and the Met Brach Trail.
- Implement the Public Space Management Plan and identify priority steps.
- Monitor public and private development projects within the City.
- Provide technical support for the implementation of the Housing and Economic Development Strategic Plan.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Special Revenue Fund Projects Managed (including multi-year projects)	12	10	8	7
Percentage of High-Volume Bus Stops with Shelters	86%	91%	100%	-
Community Engagement Activities	20	27	25	25
Bike-to-work Day Participation	250	250	275	300

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Planning and Development Services</i>	266,523	520,655	490,272	444,380	(45,892)	(9.36%)
<i>Division Total</i>	266,523	520,655	490,272	444,380	(45,892)	(9.36%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	155,802	280,873	282,191	272,326	(9,865)	(3.50%)
<i>Fringe Benefits</i>	56,138	98,092	98,092	114,104	16,012	16.32%
<i>Overtime</i>	2,203	5,000	5,000	5,000	-	0.00%
<i>Personnel Subtotal</i>	214,143	383,965	385,283	391,430	6,147	1.60%
<i>Site Improvements</i>	16,053	45,000	45,000	-	(45,000)	(100.00%)
<i>Services and Charges</i>	26,181	52,500	31,500	45,000	13,500	42.86%
<i>Conferences, Training, & Dues</i>	3,439	9,190	8,489	7,950	(539)	(6.35%)
<i>Special Events & Programs</i>	6,707	30,000	20,000	-	(20,000)	(100.00%)
<i>Operating Exp Subtotal</i>	52,381	136,690	104,989	52,950	(52,039)	(49.57%)
<i>Division Total</i>	266,523	520,655	490,272	444,380	(45,892)	(9.36%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$30,383, or 6 percent, lower than the adjusted budgeted due mainly to savings in planned bus shelter and bike improvement installations.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$444,380, a decrease of \$45,892, or 9 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 88 percent of division expenditures.
- Personnel costs increase by \$6,147, or 2 percent compared to the projected Fiscal Year 2024 amount.
- Division FTEs increase by 1, though the position is funded through Speed Camera Revenue Funds and not shown in division personnel costs.
- Operating expenditures decrease by \$52,039, or 50 percent, compared to the projected Fiscal Year 2024 amount due to the transition of many budgeted projects for public space and Right of Way improvements from the division Site Improvement expenditures into the Capital Improvement Program (CIP) budget. These transitions include funding for bus shelter and bikeway improvements, and capital expenditures for traffic and roadway planning. Current operating expenditures include data mapping software and service contracts to support outreach and engagement activities.

Fiscal Year 2024 Accomplishments:

- Adoption of the Takoma Park Minor Master Plan, outlining new 20-year vision for former Washington Adventist Hospital and current University campus, the Erie Center, and Maple Avenue.
- Adoption of the Takoma Park Public Space Management Plan, which provides a set of tools to manage public space maintenance, expansion, and investment decisions in the City.

Fiscal Year 2025 Goals:

- Multimodal Transit: Completion of the full design phase for multiple roadway planning projects, including New Ave Bikeways Sections A & B and the Maple Avenue Connectivity Project.
- Transit Planning: Onboarding a Transit Planner to manage the City's traffic calming process, coordinate key traffic studies, and manage the City's relationship with key transit stakeholders such as Montgomery County and the State Highway Administration.

Housing

Division Purpose:

Administration and management of rental housing licensing and property registration programs; oversight and compliance monitoring of the rent stabilization ordinance and City housing laws; administration of homeownership and rental housing programs; provision of grants for technical assistance to tenant associations, and multifamily building improvements; landlord-tenant mediation; and monitoring of development projects.

Management Objectives:

- Implementation of the Housing & Economic Development Strategic Plan.
- Ensure quality housing for all through the preservation of affordable housing, the production of diverse housing types, the facilitation of positive landlord-tenant relations, and the administration of City Laws such as the Rent Stabilization Ordinance.
- Administration of emergency support funding for residents facing housing issues.
- Support investment in existing multifamily housing infrastructure.
- Staffing of the Commission on Landlord-Tenant Affairs.



Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
New License Applications Received	-	36	40	40
Public Enquiries Received	-	820	1000	800
COLTA Cases Filed	10	11	10	10
Housing Projects Overseen	-	18	15	15

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Housing and Community Services</i>	551,124	842,073	863,560	896,415	32,855	3.80%
<i>Division Total</i>	551,124	842,073	863,560	896,415	32,855	3.80%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	166,043	290,955	321,945	350,513	28,568	8.87%
<i>Fringe Benefits</i>	50,670	122,615	122,615	149,102	26,487	21.60%
<i>Overtime</i>	3,814	6,000	6,000	6,000	-	0.00%
<i>Employee Recognition</i>	-	-	-	3,500	3,500	-
<i>Personnel Subtotal</i>	220,527	419,570	450,560	509,115	58,555	13.00%
<i>Services and Charges</i>	328,156	410,003	402,000	379,800	(22,200)	(5.52%)
<i>Conferences, Training, & Dues</i>	2,441	12,000	10,500	7,500	(3,000)	(28.57%)
<i>Special Events & Programs</i>	-	500	500	-	(500)	(100.00%)
<i>Operating Exp Subtotal</i>	330,597	422,503	413,000	387,300	(25,700)	(6.22%)
<i>Division Total</i>	551,124	842,073	863,560	896,415	32,855	3.80%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$21,486, or 3 percent, greater than the adjusted budget due mainly to personnel cost increases.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$896,415, an increase of \$32,855, or 4 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 57percent of division expenditures.
- Personnel costs increase by \$58,555, or 13 percent compared to the projected Fiscal Year 2024 amount. The increase is a result of increases in salaries, wages and fringe benefits due to union negotiations and the Housing Program Specialist position being funded for twelve months. In Fiscal Year 2024 the Housing Program Specialist was funded for a half year beginning in January 2024.
- Division FTEs remain unchanged.
- Operating expenditures decrease by \$25,700, or 6 percent, compared to the projected Fiscal Year 2024 amount and includes contracts for rental license inspections, rental licensing software, rent analysis, landlord-tenant outreach and legal assistance.

Fiscal Year 2024 Accomplishments:

- Updated release of the Housing Resource Guide, providing a variety of services and opportunities for Takoma Park residents.
- Held the first annual Tenant Forum, providing information and answering tenant questions. Conducted a Tenant Survey, receiving over 200 responses.
- Expanded the Multifamily Building Improvement Grant.
- Released the Tenant Opportunity to Purchase Support Fund.

Fiscal Year 2025 Goals:

- Capacity: Implementation of a new rental licensing software platform to monitor rental licenses and compliance with landlord-tenant laws.
- Housing Policy: Introduction and adoption of new housing policies to meet the goals of the 2019 Housing & Economic Development Strategic Plan.

Code Enforcement

Division Purpose:

Protect the health and wellbeing of the City residents through the preservation of its residential and commercial infrastructure. Provide education on and enforcement of the City Code, including environmental laws.

Management Objectives:

- Provide effective, timely, and proactive education and enforcement of the Property Maintenance Code.
- Provide education and outreach for City environmental laws, including Safe Grow and the polystyrene, plastic bag, and plastic straw bans.
- Oversee the registration of vacant properties.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Property Maintenance Code Complaints	450	450	450	450
Property Code Cases Closed	401	400	425	425
Education Events	1	4	4	5
Educational Articles Distributed	-	10	6	12

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Code Enforcement</i>	276,441	307,252	302,963	315,183	12,220	4.03%
<i>Division Total</i>	276,441	307,252	302,963	315,183	12,220	4.03%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	181,625	179,338	181,449	190,824	9,375	5.17%
<i>Overtime</i>	-	1,000	1,000	1,000	-	0.00%
<i>Fringe Benefits</i>	76,180	79,514	79,514	83,259	3,745	4.71%
<i>Employee Recognition</i>	1,000	-	-	1,000	1,000	-
<i>Personnel Subtotal</i>	258,805	259,852	261,963	276,083	14,120	5.39%
<i>Supplies</i>	7,002	9,500	9,500	5,000	(4,500)	(47.37%)
<i>Services and Charges</i>	-	36,500	30,500	30,000	(500)	(1.64%)
<i>Conferences, Training, & Dues</i>	267	1,400	1,000	4,100	3,100	310.00%
<i>Vehicle Lease</i>	10,367	-	-	-	-	-
<i>Operating Exp Subtotal</i>	17,636	47,400	41,000	39,100	(1,900)	(4.63%)
<i>Division Total</i>	276,441	307,252	302,963	315,183	12,220	4.03%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures are expected to be \$4,289, or 2 percent, lower than the adjusted budget due mainly to staff resolving an emergency abatement on a local property citation without having to utilize budgeted funding.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$315,183, an increase of \$12,220, or 4 percent, compared to the projected amount for Fiscal Year 2024.
- Personnel costs are 88 percent of division expenditures.
- Personnel costs increase by \$14,120, or 5 percent, compared to the projected Fiscal Year 2024 amount.
- Division FTEs remain unchanged.
- Operating expenditures are \$39,100, a decrease of \$1,900, or 5 percent, compared to the projected Fiscal Year 2024 amount and include outreach supplies for code education and funding for emergency public health abatements.

Fiscal Year 2024 Accomplishments:

- Conducted successful outreach regarding the Property Maintenance Code and Environmental Initiatives, including articles in the Takoma Park newsletter, blog posts, and in-person educational events in the Takoma Park Community Center.
- Conducted a City-wide audit of commercial business adoption of the City's environmental initiatives, including the plastic bag and straw bans.
- Adopted a new ban on combustion powered leaf blowers.

Fiscal Year 2025 Goals:

- Increase public education efforts around the City's property maintenance and environmental code.
- Identify additional public education opportunities, including neighborhood signage and use of the public right-of-way to continue education efforts.
- Continue to resolve property maintenance issues without resorting to the Court system.

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Communications



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Department Summary

Our Communication Department is dedicated to fostering open government through community engagement and enhancing public awareness through a diverse range of multimedia platforms. We strive to **inform, inspire, educate, and connect** our residents through timely and relevant content delivered via;

- Live, hybrid, and remote productions of Council Meetings, Public Forums, Arts & Humanities,
- City TV produces segments highlighting events, City departments, organizations, and residents works
- City TV provides audio/visual support for City staff and organizations who need those services at City buildings,
- City TV and the Comms Specialist produce original and engaging weekly radio talk shows in Spanish and English highlighting community activities, issues, projects, services, and organizations,
- Digital signage/updates on Bulletin Boards
- Social media apps (Facebook & Instagram, X (formerly Twitter), LinkedIn, Nextdoor,
- Dynamic and engaging printed monthly newsletter,
- Captivating comprehensive 40-page City Guide published/printed three times a year,
- Informative website updates, insightful blogs, timely alerts,
- Bi-monthly digital newsletter produced by Comms Specialist,
- The Director works to promote the City through positive relations with local media.

As a trusted source of information, **we prioritize accuracy, integrity, and transparency** in all our communications. Our commitment to providing **reliable content empowers individuals to make informed decisions and fosters trust within our community**. By upholding the highest standards of journalistic ethics and embracing our role as stewards of public information, **we strive to cultivate a culture of credibility and accountability**.

Driven by a commitment to transparency, innovation, and inclusivity, we aim to **amplify the voices of our community** while providing accessible and informative communication channels. By embracing emerging technologies and leveraging our expertise in storytelling, we endeavor to build meaningful connections, promote civic participation, and empower our city administration, departments, and City Council to contribute actively to the vibrancy and success of our city.

Through collaboration, creativity, and a relentless pursuit of excellence, our Communication Department **serves as a catalyst for positive change, shaping narratives and fostering a sense of belonging**.

Management Objectives

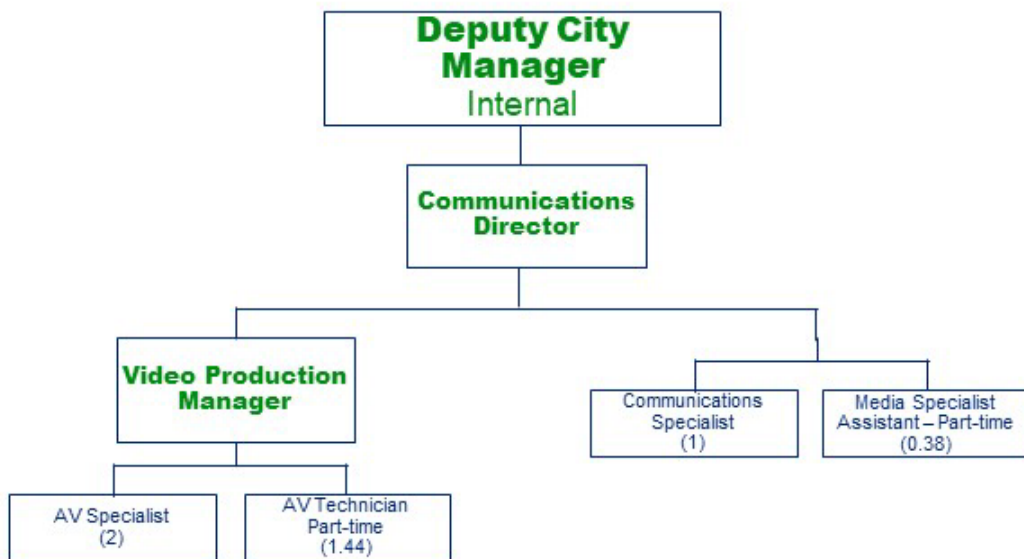
- **A new website will be launched in FY24-FY25** - This website will provide a solid foundation for efficiently informing and empowering residents in one place. Collaborate with City departments and local organizations to inform resident viewers of the services and events provided by the City and City organizations.
- **Comms Around the City** - (CityTV, Communications Specialist, and Newsletter Team): Our objective this spring, summer, and fall is to actively engage with residents across all wards, reaching them in parks, neighborhoods, and local businesses. We aim to gather valuable insights on residents' preferred media channels for City news, solicit feedback on our current communication platforms, and identify opportunities where we can enhance our support and service.
 - **Objective:** Engage with residents across all wards to gather feedback on preferred media channels for City news and identify areas where communication can be improved.
 - **Objective:** Identify and assess the effectiveness of existing media channels and platforms for disseminating City news and information.
 - **Objective:** Create a comprehensive plan for engaging residents in each ward, including recommendations for leveraging existing media channels and exploring new communication methods.
- **New Control Room for City TV**
- **More Remote Productions**



Department Organizational Chart



City of Takoma Park
Communications



Department Summaries

Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Communication					
Communications Director	140,307.15	-	1.00	1.00	-
TV Production Manager	100,673.17	1.00	1.00	1.00	-
Communications Manager	-	1.00	-	-	-
Communications Specialist	79,957.03	1.00	1.00	1.00	-
A/V Specialist	69,530.04	1.00	1.00	1.00	-
A/V Specialist	73,182.50	1.00	1.00	1.00	-
Media Specialist	14,422.76	0.38	0.38	0.38	-
Part-time A/V Support	54,652.38	1.44	1.44	1.44	-
Total Communication FTE	532,725.03	6.82	6.82	6.82	-
FTEs with benefits	478,072.65	5.00	5.00	5.00	-
FTEs without benefits	54,652.38	1.82	1.82	1.82	-
Total Communication FTE	532,725.03	6.82	6.82	6.82	-
Total Communication Department FTE	532,725.03	6.82	6.82	6.82	-

Department Summaries

Performance/Workload Measures

Measurement	Actual FY23	Estimated FY24	Projected FY25
City TV Hours:	253 hrs	245 hrs	225 hrs
Original programming	64 hrs	57 hrs	55 hrs
Council meetings	137 hrs	135 hrs	125 hrs
Radio programming	51 hrs	53 hrs	45 hrs
Website:			
Unique visitors per month	24,584	25,497	28,047
Number of visits per month	544,763	43,971	48,368
Pages viewed per month	418,241	156,695	172,365
Twitter:			
* Impressions (K)	622	24750	-
* Profile Visits (K)	224	358	-
* New Followers	293	191	-
Facebook:			
Post	174	273	300.3
Page Visit	10118	10360	11396
Likes & Followers	242	309	339.9
Sprout Social:	X (Twitter)	Facebook	Instagram
Audience Growth	1	31	16
Published Posts	113	152	113
Impressions (K)	19	10	18
Engagements	317	2,030	570
Engagements Rates (engagement/impressions)	1.70%	2.00%	3.20%

* X analytics are incomplete and missing data

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Cable Franchise Fees</i>	183,823	140,970	164,000	152,000	(12,000)	(7.32%)
<i>Cable Operating Grant</i>	348,210	323,000	320,000	297,000	(23,000)	(7.19%)
<i>Subtotal</i>	532,033	463,970	484,000	449,000	(35,000)	(7.23%)
<i>General Fund</i>	239,528	423,174	390,718	468,374	77,656	19.88%
<i>Department Total</i>	771,561	887,144	874,718	917,374	42,656	4.88%

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Communications</i>	771,561	887,144	874,718	917,374	42,656	4.88%
<i>Division Total</i>	771,561	887,144	874,718	917,374	42,656	4.88%

Department Summaries

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	427,472	515,622	505,892	532,725	26,833	5.30%
<i>Fringe Benefits</i>	125,515	138,887	138,887	162,485	23,599	16.99%
<i>Overtime</i>	2,781	7,000	7,000	8,600	1,600	22.86%
<i>Employee Recognition</i>	1,500	1,500	1,500	-	(1,500)	(100.00%)
<i>Personnel Subtotal</i>	557,268	663,009	653,278	703,810	50,532	7.74%
<i>Supplies</i>	1,259	2,300	1,000	1,150	150	15.00%
<i>Services and Charges</i>	126,529	133,145	133,150	126,970	(6,180)	(4.64%)
<i>Communications</i>	78,878	72,090	72,090	62,694	(9,396)	(13.03%)
<i>Conferences, Trainings, & Dues</i>	7,627	16,600	15,200	22,750	7,550	49.67%
<i>Operating Exp Subtotal</i>	214,293	224,135	221,440	213,564	(7,876)	(3.56%)
<i>Division Total</i>	771,561	887,144	874,718	917,374	42,656	4.88%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Division expenditures for Fiscal Year 2024 are expected to be \$12,426 or 1 percent lower than budget.

Fiscal Year 2025 Budget Highlights:

- Division expenditures are \$917,374, an increase of \$42,656 or 5 percent, compared to the projected amount for Fiscal Year 2024. The increase mainly due to personnel costs.
- Personnel costs are 77 percent of the division expenditures and increase by \$50,532 or 8 percent, compared to the projected amount for Fiscal Year 2024.
- Division FTEs remain unchanged.
- Operating expenditures are \$ 213,564, a decrease of \$7,876, or 4 percent, compared to the projected amount for Fiscal Year 2024. This is due to the reduction in support costs for the City's old website as the City fully migrates to its new website.

Fiscal Year 2024 Accomplishments:

- CityTV won first place in the 2024 Hometown Media Awards Competition. In the \$300,000- \$650,000 budget division, CityTV received the prestigious “Overall Excellence in Governmental Access” award from the Alliance for Community Media (ACM). This award highlights the exceptional operational activities and programming efforts of access organizations. CityTV’s submission featured over 20 projects and programs. Additionally, CityTV was recognized by ACM for its children’s programming.
- On Saturday June 22, 2024, at the 66th Emmy Awards, Bienvenido (Bien) Martinez was awarded an Emmy for his camera work on the documentary "Línea Directa— Peligro del Fentanilo—Entrevista con Elena Suárez."
- CityTV has signed a technical support agreement with Human Circuit to support its productions. This agreement includes 24/7 service with a tracking system/dashboard to enable troubleshooting onsite, virtually, or by phone. It also involves documenting and inventorying production hardware and connections, which will produce CAD drawings.
- AppleTV, Roku, and FireTV: CityTV’s programming lineup now includes these popular streaming platforms.
- The department has integrated Sprout Social, a social media management and intelligence tool, to manage conversations and surface actionable insights that drive real business impact.
- The department has added SmugMug as its photo and image library. We will provide access to upload and download all photos and images used by city departments.
- The department has applied its branding consistently across all social media platforms, ensuring alignment with its letterhead and PowerPoint presentations.
- The department is currently applying a style guide and storyboards and moving new content to the new CivicPlus website. The target launch date is Fall 2024.

Fiscal Year 2025 Goals:

- Create a PSA series (radio and videos).
- Develop a podcast featuring individuals who engage directly with residents.
- Establish a portable mobile podcast studio.
- Increase remote productions.
- Relocate the Control Room to the Rose Room.
- Relocate the City TV Rose Room to the Control Room.
- Target launch date for CivicPlus Website is Fall 2024.
- All of the Communication divisions will participate in LinkedIn training.

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Library



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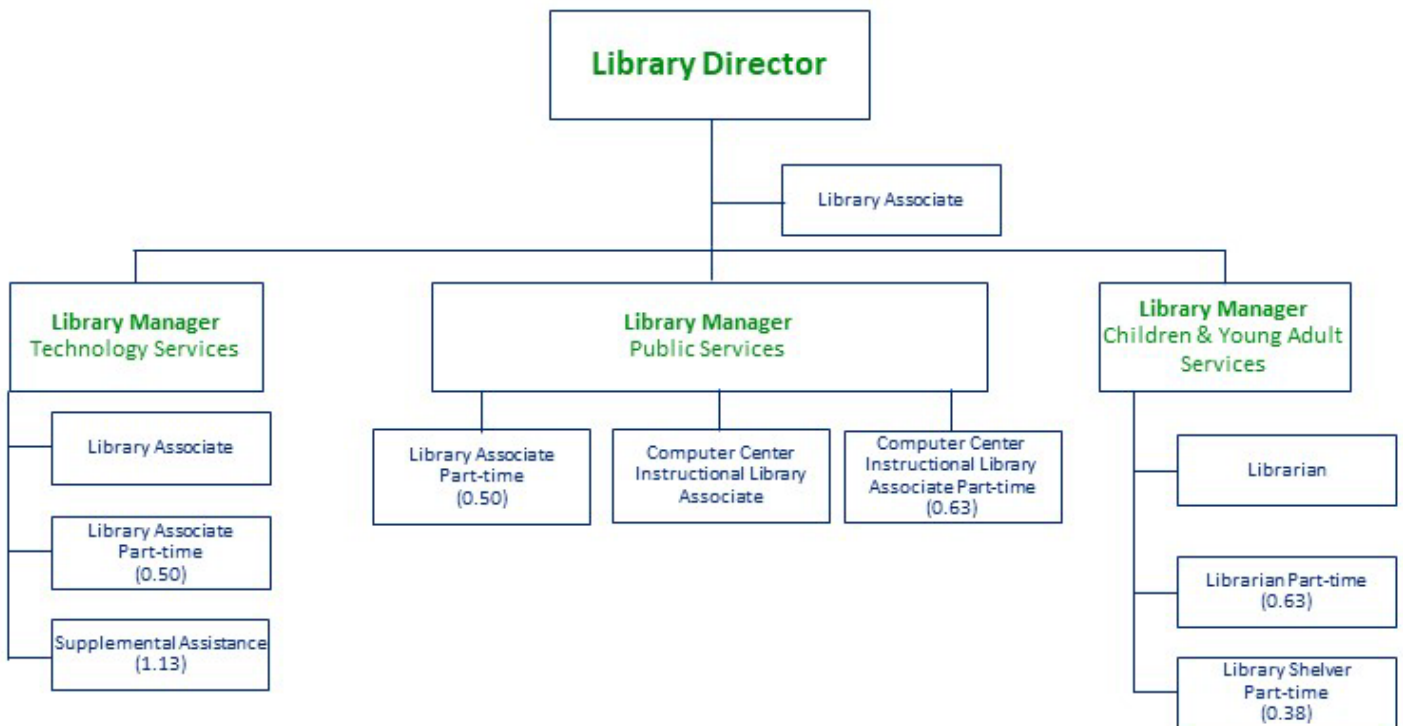
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 Computer Learning Center 291

Department Organizational Chart



City of Takoma Park
Library



Department Summaries

Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Library Division 7000					
Library Director	138,233.66	1.00	1.00	1.00	-
Library Manager	120,509.74	1.00	1.00	1.00	-
Library Manager	125,189.74	1.00	1.00	1.00	-
Library Manager	99,645.42	1.00	1.00	1.00	-
Librarian	84,166.35	1.00	1.00	1.00	-
Library Associate	76,849.95	1.00	1.00	1.00	-
Library Associate	71,336.75	1.00	1.00	1.00	-
Librarian	58,382.25	0.62	0.62	0.62	-
Library Associate	35,668.38	0.50	0.50	0.50	-
Library Associate	35,141.26	0.50	0.50	0.50	-
Library Shelver	21,972.97	0.38	0.38	0.38	-
Supplemental Assistance	42,818.32	1.13	1.13	1.13	-
Total Library Division FTE	909,914.78	10.13	10.13	10.13	-
FTEs with benefits	809,982.24	8.62	8.62	8.62	-
FTEs without benefits	99,932.55	1.51	1.51	1.51	-
Total Library Division FTE	909,914.78	10.13	10.13	10.13	-
Computer Center Division 7200					
Library Instructional Associate	72,380.55	1.00	1.00	1.00	-
Library Instructional Associate	31,195.29	0.50	0.50	0.50	-
Library Instructional Associate	7,798.82	0.13	0.13	0.13	-
Total Computer Center FTE	111,374.66	1.63	1.63	1.63	-
FTEs with benefits	80,179.37	1.63	1.63	1.63	-
FTEs without benefits	31,195.29	0.13	0.13	0.13	-
Total Computer Center FTE	111,374.66	1.76	1.76	1.76	-
Total Library Department FTE	1,021,289.45	11.76	11.76	11.76	-

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Library Aid from County</i>	167,553	176,000	170,000	184,090	14,090	8.29%
<i>Library Fines and Fees</i>	3,275	2,500.00	1,000	1,000	-	0.00%
<i>Subtotal</i>	170,828	178,500	171,000	185,090	14,090	8.24%
<i>General Fund</i>	1,242,348	1,312,732	1,333,677	1,415,156	81,479	6.11%
<i>Department Total</i>	1,413,176	1,491,232	1,504,677	1,600,246	95,569	6.35%

<i>Dept. Expenditures by DIVISION (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Library</i>	1,278,377	1,355,633	1,371,068	1,445,904	74,836	5.46%
<i>Computer Learning Center</i>	134,799	135,600	133,609	154,342	20,733	15.52%
<i>Department Total</i>	1,413,176	1,491,232	1,504,677	1,600,246	95,569	6.35%

Department Summaries

<i>Dept. Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	922,142	947,659	961,103	1,021,289	60,186	6.26%
<i>Fringe Benefits</i>	343,605	360,119	360,119	386,988	26,869	7.46%
<i>Overtime</i>	10,037	7,800	7,800	13,700	5,900	75.64%
<i>Employee Recognition</i>	4,825	3,250	3,250	7,250	4,000	123.08%
<i>Personnel Subtotal</i>	1,280,610	1,318,828	1,332,272	1,429,227	96,955	7.28%
<i>Supplies</i>	85,526	81,791	81,791	91,187	9,397	11.49%
<i>Computer Expenditures</i>	1,489	3,900	3,900	2,500	(1,400)	(35.90%)
<i>Services and Charges</i>	31,860	71,814	71,814	60,373	(11,441)	(15.93%)
<i>Communications</i>	6,161	6,000	6,000	7,396	1,396	23.27%
<i>Conferences, Training, & Dues</i>	7,530	8,900	8,900	9,563	663	7.44%
<i>Operating Exp Subtotal</i>	132,566	172,404	172,404	171,019	(1,386)	(0.80%)
<i>Department Total</i>	1,413,176	1,491,232	1,504,677	1,600,246	95,569	6.35%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Expenditures for Fiscal Year 2024 are projected to be \$1,504,677, which is less than 1 percent greater than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Department expenditures for Fiscal Year 2025 are \$1,600,246 or a 6 percent increase from the projected Fiscal Year 2024 budget. The Department budget includes \$1,445,904 budgeted for the Library Division and \$154,342 budgeted for the Computer Learning Center.
- Library Division expenditures are 5 percent, or \$74,836 higher in Fiscal Year 2025, primarily due to increases in wages and fringe benefits.
- Computer Learning Center Division expenditures are 16 percent or \$20,733 higher, primarily due to wages and fringe benefit increases.
- Personnel costs are 89 percent of the Departments expenditures.
- Personnel costs are \$1,429,227, an increase of \$96,955, or 7 percent, compared to the projected Fiscal Year 2024 amount.
- FTEs remain unchanged.
- The Department increase in overtime is 77 percent, or \$5,900. This reflects the realities of the time-intensiveness of outreach efforts, coupled with the Library's priority to be responsive to local organization and resident requests for an outreach presence. Additionally, the Library prioritizes having a fully staffed reference and circulation desk, as well as someone in the Computer Center to assist patrons with lower levels of digital literacy.
- Operating expenses are \$171,019 or less than a 1 percent reduction from the Fiscal Year 2024 projected budget. The decrease is primarily due to a reduction of \$11,1441 from Services and Charges. The reduction represents the cost to cover maintenance for a discovery layer (Aspen Discovery) that will be implemented in Fiscal Year 2025 to promote online resources alongside the Library's traditional catalog.

Fiscal Year 2024 Accomplishments:

- Construction on the Library and Community Center Redevelopment Project completed the permitting process and issued the full Notice to Proceed, beginning construction in earnest.
- At the end of Fiscal Year 2024, the new facility's above ground frame and underground utility work were nearly complete. The project is scheduled to achieve substantial completion within Fiscal Year 2025.
- The Library and Computer Center staff facilitated more than 170 programs attended by almost 5,000 people.
- More than 46,000 items were circulated, both physical and digital. At an assumed average item cost of \$20, residents saved almost \$1 million enjoying materials they did not have to purchase independently.
- The Library received a grant to use towards a Día de los Niños celebration in April 2024 which included a trilingual play featuring Nawat, Spanish, and English dialogue.
- The Computer Center's Phil Shapiro was named one of *Library Journal's* Movers & Shakers for 2024, a nationally recognized publication. He was also a co-winner of an Azalea Award, which librarians Kati Nolfi and Dave Burbank have also received in previous years.
- The Crochet and Cozies program has become a fixture for adults and youth in the community and is regularly attended by people of myriad cultures, languages, and ages. They have also donated hundreds of hand-knitted and crocheted hats to local nonprofit organizations for distribution to those in need.
- Canta Juegos, our Spanish language Circle Time, began meeting in-person again and is attracting new attendees in our interim location on New Hampshire Avenue.
- Partnerships: Many local organizations and businesses were important to the success of Fiscal Year 2024 programming efforts, and the staff continued to nurture and grow relationships with community stakeholders. Key partners included: Friends of the Takoma Park Maryland Library, Carpe Diem Arts, Yard Dramas, Historic Takoma, Inc., Montgomery County Public Schools, People's Book, and Politics and Prose, with many others providing support as well.

Fiscal Year 2025 Goals:

- **Aspen Discovery implementation:** In Fiscal Year 2025, the Library staff will be implementing a new discovery layer into our catalog called Aspen Discovery. This service will improve discoverability of our online resources by making them searchable through the main catalog, bypassing the need for extra clicks to get to these search results.
- **New website:** The Library and Computer Center staff have been working hard to prepare for the launch of our section of the City's new website, and we look forward to offering our content in an updated interface.
- **Completion of construction:** As construction is on schedule to reach substantial completion in FY25, we will be managing the finances, contracts, procurement, and logistics of wrapping up this project successfully.
- **Preparing for opening new facilities:** The Library and Computer Center staff are laying the groundwork to transition to the new space, from physical, logistical, administrative, and programmatic standpoints. To this end, we are updating existing policies and creating new ones for new features in the facilities, especially the program and study rooms. We are also strategizing collection development to ensure that the collection that is moved back to the new facilities is current and well-curated.

Books to Go

Books to Go remains an option for patrons who are unable to safely visit the Library to check out books. Please email us at librarytakomapark@gmail.com or call 301-891-7259 to inquire about using our Books to Go service.



Library

Division Purpose

The Library provides circulation and reference services, and readers' advisory. Resources include public Internet access, online reference tools, research databases, books, downloadable and streaming e-books, magazines, audio books, and music media. It sponsors programs each year in multiple languages for young people and adults of all ages.

As a complementary service to the Montgomery County Public Libraries (MCPL), the Takoma Park Maryland Library focuses on providing responsive programming and materials with a focus on Takoma Park residents.

The Library building closed due to COVID-19 in March 2020 and reopened in July 2021. Since reopening, we have continued to circulate materials through our Books-to-Go curbside service and limited home delivery to Takoma Park residents.

The Library and Computer Center relocated to 7505 New Hampshire Avenue in the fall of 2022 in order to provide continuity of service throughout the highly anticipated Library and Community Center addition and remodel. We anticipate being based in proximity to the Recreation Center until construction concludes in the summer of 2025.

Management Objectives

- Continue to plan and facilitate Library programs for children and adults - on site, virtually, and at locations around the City of Takoma Park.
- Provide a safe environment in which residents can enjoy Library programs and services, as well as select from materials that reflect an inclusive city that is rich in diversity.
- Reinforce the continued importance of the Library and its relevance to the community during building reconstruction – through publicity, and with support from the Friends of the Library and community partnerships.
- Develop, refine, and support plans and preparations for the new Library space, including the temporary relocation of Library programs, services, and collections.
- Increase patron access to, and discoverability of, streaming and downloadable books, magazines, and music for all ages that reflect a diversity of perspectives, cultures, and languages.
- Continue offering accommodations to residents who are unable to participate in conventional delivery of Library services, including: Books-to-Go curbside service to card-holders, book delivery to Takoma Park residents, and online and outdoor programs.

Department Summaries

- Identify new and better methods for tracking program and circulation data for reporting purposes.

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Circulation of materials	70,000	54,000	46,000	50,000
Circulation per capita	3.9	3	3	2.78
In-library use of materials	9,000	7,000	6,000	8,000
Use per capita	1	1	1	1
Program attendance	1,900	4,000	4,900	5,000
Programs	160	150	170	175

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Library</i>	1,278,377	1,355,633	1,371,068	1,445,904	74,836	5.46%
<i>Division Total</i>	1,278,377	1,355,633	1,371,068	1,445,904	74,836	5.46%

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	819,838	847,820	863,255	909,915	46,660	5.41%
<i>Fringe Benefits</i>	314,622	327,459	327,459	351,021	23,562	7.20%
<i>Overtime</i>	8,881	7,200	7,200	8,200	1,000	13.89%
<i>Employee Recognition</i>	4,450	3,250	3,250	7,250	4,000	123.08%
<i>Personnel Subtotal</i>	1,147,791	1,185,728	1,201,163	1,276,385	75,222	6.26%
<i>Supplies</i>	85,526	81,791	81,791	91,187	9,397	11.49%
<i>Computer Expenditures</i>	58	1,900	1,900	2,000	100	5.26%
<i>Services and Charges</i>	31,860	71,814	71,814	60,373	(11,441)	(15.93%)
<i>Communications</i>	6,161	6,000	6,000	7,396	1,396	23.27%
<i>Conferences, Training, & Dues</i>	6,981	8,400	8,400	8,563	163	1.93%
<i>Operating Exp Subtotal</i>	130,586	169,904	169,904	169,519	(386)	(0.23%)
<i>Division Total</i>	1,278,377	1,355,633	1,371,068	1,445,904	74,836	5.46%

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Fiscal Year 2024 expenditures are projected to be \$15,435, or 1 percent, higher than the adjusted budget. The increase is due to an increase in wages to account for substitute labor and extra clerical hours for part-time staff.

Fiscal Year 2025 Budget Highlights:

- Division expenditures for Fiscal Year 2025 are \$1,445,904, an increase of \$74,836, or 5 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel cost are \$1,276,385, an increase of \$75,222 or 6 percent, compared to the Fiscal Year 2024 amount. The increase is due to higher wages, and fringe benefits that resulted from the union negotiations.
- FTEs remain unchanged.
- Operating expenses are \$169,519, a decrease of \$386, or less than 1 percent, compared to the projected Fiscal Year 2024 budget.

Computer Learning Center

Division Purpose

The Computer Center provides equipment and expert staff to assist users in accessing the Internet, word processing, spreadsheets, and more – to users of all ages, every day of the week. The Computer Center has historically maintained four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department. The two departments will continue to work together to provide excellent technological assistance to seniors in the temporary facilities and in the new facilities upon completion. Library staff currently provide a Computer Learning Center in the new interim location for the duration of the Library and Community Center Redevelopment project.

Management Objectives

- Continue to provide excellent services and equipment in the Computer Center.
- Increase assistance provided to users of laptops, phones, and tablet computers, including both troubleshooting and help with installing and using apps, especially those which facilitate access to our digital resources.
- Continuity of Computer Center services in the interim location while the original site is under construction.
- Continue to make Chromebooks and Wi-Fi hotspots available through the Library’s ARPA initiatives. The Computer Center staff are chiefly responsible for assisting patrons with use and troubleshooting of technological equipment.

Performance/Workload Measures

Measurement	Actual	Actual	Estimated	Projected
	FY22	FY23	FY24	FY25
Number of Internet sessions (log-ons)	2,000	1,500	2,000	2,000
Hours Used	1,550	1,300	1,500	1,500

Expenditure Tables

<i>Division Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Computer Learning Center</i>	<i>134,799</i>	<i>135,600</i>	<i>133,609</i>	<i>154,342</i>	<i>20,733</i>	<i>15.52%</i>
<i>Division Total</i>	<i>134,799</i>	<i>135,600</i>	<i>133,609</i>	<i>154,342</i>	<i>20,733</i>	<i>15.52%</i>

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	<i>102,304</i>	<i>99,839</i>	<i>97,849</i>	<i>111,375</i>	<i>13,526</i>	<i>13.82%</i>
<i>Fringe Benefits</i>	<i>28,983</i>	<i>32,660</i>	<i>32,660</i>	<i>35,967</i>	<i>3,307</i>	<i>10.12%</i>
<i>Overtime</i>	<i>1,156</i>	<i>600</i>	<i>600</i>	<i>5,500</i>	<i>4,900</i>	<i>816.67%</i>
<i>Employee Recognition</i>	<i>375</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Personnel Subtotal</i>	<i>132,818.56</i>	<i>133,100</i>	<i>131,109</i>	<i>152,842</i>	<i>21,733</i>	<i>16.58%</i>
<i>Computer Expenditures</i>	<i>1,431</i>	<i>2,000</i>	<i>2,000</i>	<i>500</i>	<i>(1,500)</i>	<i>(75.00%)</i>
<i>Conferences, Training, & Dues</i>	<i>549</i>	<i>500</i>	<i>500</i>	<i>1,000</i>	<i>500</i>	<i>100.00%</i>
<i>Operating Exp Subtotal</i>	<i>1,980</i>	<i>2,500</i>	<i>2,500</i>	<i>1,500</i>	<i>(1,000)</i>	<i>(40.00%)</i>
<i>Division Total</i>	<i>134,799</i>	<i>135,600</i>	<i>133,609</i>	<i>154,342</i>	<i>20,733</i>	<i>15.52%</i>

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- Fiscal Year 2024 expenditures are projected to be \$1,991, or 1 percent, lower than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- The Division budget for Fiscal Year 2025 is \$154,342, an increase of \$20,733, or 16 percent, compared to the projected Fiscal Year 2024 amount.
- Personnel costs are \$152,842, an increase of 17 percent compared to the projected Fiscal Year 2024 amount. Personnel cost increases are primarily due to higher wages and fringe benefits that result from union negotiations.
- FTES remain unchanged.
- Division operating expenses are \$1,500, or 40 percent lower than the Fiscal Year 2024 projected amount. The reduction in expenditures is due to the purchase of durable supplies in Fiscal Year 2024 that are expected to last through the next fiscal year.

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Inter-Departmental



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Inter-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 inter-departmental expenditures include the contingency monies set aside as required by the City Charter.

Measurement	Actual FY23	Estimated FY24	Projected FY25
Number of auto liability insurance claims	10	10	10
Number of general liability insurance claims	0	0	1
Number of police liability insurance claims	0	3	2
Number of public official insurance claims	0	2	1
Number of property insurance claims	1	1	1
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	90	82	86

Sources of Revenue and Expenditure Tables

<i>Source of Funds (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>General Fund</i>	1,013,327	1,905,869	1,871,095	1,576,357	(294,738)	(15.75%)
<i>Division Total</i>	1,013,327	1,905,869	1,871,095	1,576,357	(294,738)	(15.75%)

<i>Division Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Other Fringe Benefits</i>	59,102	79,000	79,000	47,720	(31,280)	(39.59%)
<i>Workers' Compensation Insurance</i>	511,752	614,100	607,577	613,956	6,379	1.05%
<i>Personnel Subtotal</i>	570,854	693,100	686,577	661,676	(24,901)	(3.63%)
<i>Supplies</i>	938	2,500	2,280	1,000	(1,280)	(56.14%)
<i>Services and Charges</i>	186,404	201,160	201,606	223,100	21,494	10.66%
<i>Office Expenditures</i>	(29,035)	13,000	13,000	33,000	20,000	153.85%
<i>Conferences, Training, & Dues</i>	7,169	14,000	20,523	19,500	(1,023)	(4.98%)
<i>Special Events & Programs:</i>						
<i>General Contingency</i>	-	145,109	145,109	153,081	7,972	5.49%
<i>Legal Contingency</i>	-	500,000	500,000	-	(500,000)	(100.00%)
<i>Grants</i>	32,081	20,000	20,000	205,000	185,000	925.00%
<i>Partnership Programs</i>	75,481	55,000	55,000	75,000	20,000	36.36%
<i>Housing Expenditure</i>	10,000	50,000	50,000	-	(50,000)	(100.00%)
<i>Community Festival & 4th of July</i>	35,000	37,000	37,000	60,000	23,000	62.16%
<i>Safety & Wellness</i>	-	-	-	3,000	3,000	-
<i>Tax Rebate & Supplemental Tax</i>	124,436	175,000	140,000	142,000	2,000	1.43%
<i>Operating Exp Subtotal</i>	442,473	1,212,769	1,184,518	914,681	(269,837)	(22.78%)
<i>Division Total</i>	1,013,327	1,905,869	1,871,095	1,576,357	(294,738)	(15.75%)

Adjusted Fiscal Year 2024 to Projected Fiscal Year 2024:

- The Fiscal Year 2024 expenditures are expected to be \$34,774 less than the adjusted budget
- The decrease is attributable mainly to lower than anticipated spending on worker compensation insurance premium charges (\$6,523), and the supplemental tax incentive program (\$35,000) which are offset by the increase in conference and training expenses (\$6,500).

Fiscal Year 2025 Budget Highlights:

- Total Expenditures are \$1,576,357, a decrease of 16 percent compared to the projected amount for Fiscal Year 2024. The reduction in expense is mainly due to the reduction of funding for other fringe benefits (\$31,280), legal contingency (\$500,000; none is projected to be spent for Fiscal Year 2025), and the decrease in housing expenditures (\$50,000).
- Personnel costs, which include other fringe benefits and workers' compensation insurance, decrease by 4 percent due to the reduction of unemployment insurance costs.
- Services and charges account for 14 percent of division expenditures and include the City's cost for general liability, property, auto, and other types of insurance coverage (\$223,100). Insurance costs increase by 10 percent mainly due to estimated higher premiums for Fiscal Year 2025.
- Office expenditures account for 2 percent of division expenditures and include non-cash recognition (\$28,000) and provision for allowance (\$5,000).
- As required by the City Charter, one-half of one percent of the General Fund revenues (\$153,081) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.
- Special events and programs constitute 31 percent of total expenditures. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$142,000) is reflected in this classification.
- Included in the special events and programs category is the financial support to external organizations. External entities will benefit from the grant programs provided by the Recreation Department that traditionally support the Lunch and Learn Partnership Program and Community Play. Additional expenses in this category include the Public Works Tree Program (\$25,000), and the Housing Farmers Market Grants (\$20,000).

- Total grant spending increases by \$180,000 or 13 percent of total expenditures. The financial support provided by Housing and Community Development includes an Open for Business Grant (\$50,000), Emergency Rental Assistance Fund (\$75,000), Quality of Life Grants (\$50,000), and Rental Insurance Pilot Fund (\$5,000). In Fiscal Year 2024 the Emergency Rental Assistance Fund and Quality of Life Grants were ARPA funded.

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Capital Improvement Program



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Overview of the Capital Budget

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 Fiscal Year 2025. The legend at the end of the chart identifies the funding sources 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 Fiscal Year 2025, police-related purchases include police vehicles, field radio equipment and mobile computers. Public Works-related expenditures include a roadway crack-filling machine, a roll-off trailer and tire changer. IT-related purchases include network switch and router.

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.

Infrastructure improvements

Ongoing infrastructure improvements include funding for new sidewalk design and construction of \$400,000 and street rehabilitation funding of \$525,000. Funding is also included for Public Space Management (\$20,000), Traffic Study (\$50,000) and Neighborhood Improvements (\$91,000). The General Fund expenditures include partial funding for the ongoing development of the New Hampshire Avenue Bikeway Design (\$54,000), the Maple Avenue Connectivity Project (\$60,000) and Met Branch Trail Project (\$52,000), 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 are completed and construction began in Fiscal Year 2023. About \$3.2 million is budgeted to be spent, financed by the City Bond, ARPA funds and the Cable Grant.

Park Development

There is no budget proposed for park development in Fiscal Year 2025.

Facilities

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller-scale facility improvements. Funding is provided for a portion of the third-floor renovation for IT and Cable will be completed in Fiscal Year 2025. No contribution is planned for the Facility Maintenance Reserve.

Stormwater Management

In Fiscal Year 2025, funding of \$230,000 is provided for stormwater treatment at Garland and Davis/Jackson Avenue (\$110,000), Albany and Baltimore Avenue (\$70,000), and Sligo Mill Dead End Erosion Control (\$60,000) facilities.

Five Year Plan Fiscal Year 25 – Fiscal Year 29 by Department

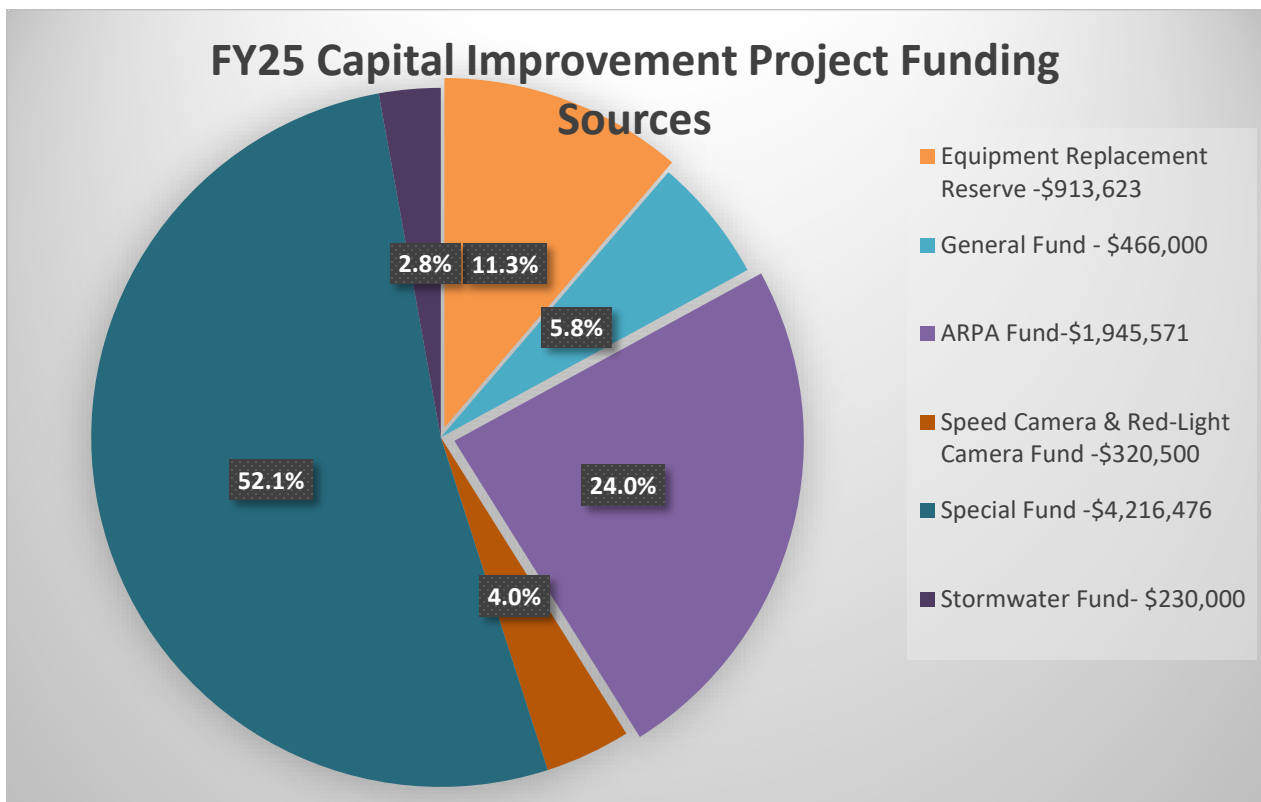
Use of Funds by Department and Fund

Department/Fund	FY 24 proj	FY 25	FY 26	FY 27	FY 28	FY 29	Total
City Administration							
General Fund-Equipment Replacement	-	-	-	-	44,221	29,710	73,931
Total City Administration	-	-	-	-	44,221	29,710	73,931
Information Technology							
General Fund	25,000				35,000		60,000
General Fund-Equipment Replacement	3,200	53,000	10,000	185,072	129,720	98,881	479,873
Total Information Technology	28,200	53,000	10,000	185,072	164,720	98,881	539,873
Police							
General Fund	71,476						71,476
General Fund-Equipment Replacement	762,605	689,154	380,000	460,000	461,600	352,000	3,105,359
Special Revenue Fund	-	-	-	-	17,400	-	17,400
Speed Camera & Red-Light Camera Fund	68,500	70,500	75,000	77,000	84,000	86,000	461,000
Total Police	902,581	759,654	455,000	537,000	563,000	438,000	3,655,235
Public Works							
General Fund	20,000	250,000	1,805,000	3,670,000	2,820,000	1,320,000	9,855,000
General Fund-Equipment Replacement	707,485	171,469	181,877	656,023	431,402	237,150	2,385,406
General Fund-Building Maintenance	104,950	-	-	-	-	-	104,950
ARPA Fund-Building Maintenance	1,900,000	945,571	18,000	-	-	-	2,863,571
Speed Camera & Red-Light Camera Fund		200,000	-	-	-	-	200,000
Special Revenue Fund	125,000	-	-	-	-	-	125,000
Stormwater Management Fund	433,000	230,000	200,000	200,000	250,000	250,000	1,563,000
Total Public Works	3,290,435	1,797,040	2,204,877	4,526,023	3,501,402	1,807,150	17,126,927
Recreation							
General Fund-Equipment Replacement	129,938	-	14,572	60,000	-	22,707	227,217
Total Recreation	129,938	-	14,572	60,000	-	22,707	227,217
Housing & Community							
General Fund	41,753	196,000	306,000	220,000	200,000	200,000	1,163,753
ARPA Fund	342,537	-	-	-	-	-	342,537
Speed Camera & Red-Light Camera Fund	-	50,000	50,000	50,000	50,000	50,000	250,000
Special Revenue Fund	661,000	1,166,000	151,000	151,000	151,000	151,000	2,431,000
Total Housing & Community	1,045,290	1,412,000	507,000	421,000	401,000	401,000	4,187,290
Communications							
Special Revenue Fund	185,000	350,476	5,000	15,000	30,000	45,000	630,476
Total Communications	185,000	350,476	5,000	15,000	30,000	45,000	630,476
Library							
ARPA Fund	3,500,000	1,000,000	-	-	-	-	4,500,000
General Fund-2017 Series Bond	4,418,479	-	-	-	-	-	4,418,479
General Fund	-	20,000	-	-	20,000	-	40,000
Special Revenue Fund	-	2,700,000	-	-	-	-	2,700,000
Total Library	7,918,479	3,720,000	-	-	20,000	-	11,658,479
CIP Grand Total (\$)	13,499,923	8,092,170	3,196,449	5,744,095	4,724,343	2,842,448	38,099,428

Fiscal Year 2025 Capital Improvement Projects by Funding Source

FY25 Capital Improvement Project Funding Sources	
Fund	Amount
Equipment Replacement Reserve	\$ 913,623
General Fund	\$ 466,000
ARPA Fund	\$ 1,945,571
Speed Camera & Red-light Camera Fund	\$ 320,500
Special Revenue Fund	\$ 4,216,476
Stormwater Fund	\$ 230,000
Total Capital Budget	\$ 8,092,170

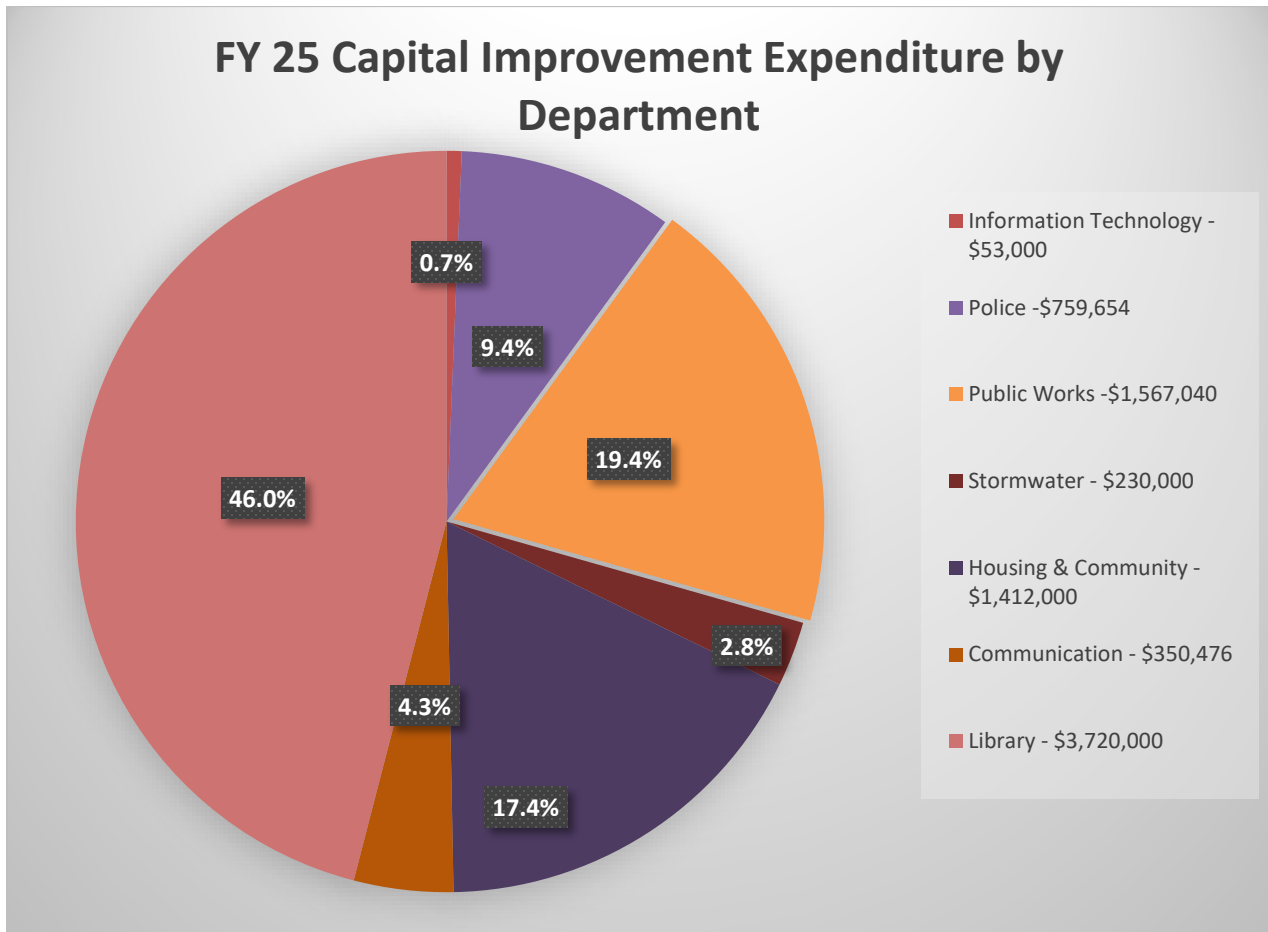
Total Capital Budget – \$8.1M



Capital Improvement

Fiscal Year 2025 Capital Improvement Expenditure by Department

Department	Amount
Information Technology	\$ 53,000
Police	\$ 759,654
Public Works	\$ 1,567,040
Stormwater	\$ 230,000
Housing & Community	\$ 1,412,000
Communication	\$ 350,476
Library	\$ 3,720,000
Total Capital Budget	\$ 8,092,170



CIP Summary

CIP SUMMARY	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
CIP Total – Items funded by Equipment Replacement Reserve	ERR	1,603,228	913,623	586,449	1,361,095	1,066,943	740,448
CIP Total – Items funded by Facility Maintenance Reserve	FMR	104,950	-	18,000	-	-	-
CIP Total – Items funded by General Fund – Capital Outlay	GF	158,229	466,000	2,111,000	3,890,000	3,075,000	1,520,000
CIP Total – Items funded by General Fund – Bond	Bond	4,418,479	-	-	-	-	-
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/RLCF	68,500	320,500	125,000	127,000	134,000	136,000
CIP Total – Items funded by Special Revenue Funds	SRF	971,000	4,216,476	156,000	166,000	198,400	196,000
CIP Total – Items funded by The American Rescue Plan Act	ARPA	5,742,537	1,945,571	-	-	-	-
CIP Total Stormwater Fund	SW	433,000	230,000	200,000	200,000	250,000	250,000
CIP GRAND TOTAL (\$)							
		13,499,923	8,092,170	3,196,449	5,744,095	4,724,343	2,842,448

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/RCLF – Speed Camera and Red-light Camera Program Fund - public safety projects funded by revenue from the City’ speed and red-light camera programs.

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.

ARPA – American Rescue Plan Act – specific programs funded by the plan.

General Government

CITY ADMINISTRATION	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Vehicles							
Administration Pool Car (#298)	ERR	-	-	-	-	-	29,710
Administration Pool Car (#286)	ERR	-	-	-	-	44,221	-
TOTAL - CITY ADMINISTRATION (\$)		-	-	-	-	44,221	29,710

Administrative Pool Cars

There are no administrative pool cars expenditures planned for Fiscal Year 2025.

Information Technology

INFORMATION TECHNOLOGY	Fund	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Equipment & Software							
Closed Circuit TV & Video Surveillance for Community Center	ERR	-	-	-	-	45,212	-
Door Security & ID Software	ERR	-	-	-	-	-	63,237
Surveillance for PW/REC/Heffner	ERR	-	-	-	-	-	35,644
Upgrade Network Switches and Router	ERR	-	53,000	-	99,061	57,915	-
Smartboards Refresh (Community Center & Public Works)	ERR	3,200	-	-	-	15,000	-
Enhanced Datacenter Security & Firewall	GF	25,000	-	-	-	35,000	-
Servers Infrastructure	ERR	-	-	10,000	86,011	11,593	-
TOTAL - INFORMATION TECHNOLOGY (\$)		28,200	53,000	10,000	185,072	164,720	98,881

Upgrade Network Switches and Router

This funding is for upgrades to the City’s network switches and router. At the forefront of any organization's defense against malicious actors and cyber security threats, these network components serve as the backbone of the City’s digital infrastructure. These updates will provide the following critical features:

- **Patch Vulnerabilities:** Network switches and routers, like any technology, are susceptible to vulnerabilities. With each upgrade, manufacturers address known vulnerabilities and provide patches to fortify security.
- **Enhance Security Features:** Cyber threats evolve rapidly, demanding equally agile security measures. Regular updates often introduce new security features and capabilities to combat emerging threats.
- **Mitigate Exploitable Weaknesses:** Hackers actively seek out weaknesses in network infrastructure to exploit. Outdated switches and routers represent low-hanging fruit for cyber attackers, as they often harbor known vulnerabilities that can be exploited with relative ease. Regular upgrades help mitigate these weaknesses, reducing the attack surface and making it harder for malicious actors to breach network defenses.

By regularly applying firmware updates and security patches, organizations fortify their network defenses, mitigate vulnerabilities, and maintain compliance with industry regulations. Investing in the proactive maintenance of network infrastructure is not just a best practice; it's a critical component of effective cybersecurity strategy in today's digital age.

Police Department

POLICE	Fund	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Vehicles							
Parking Enforcement Lease Vehicle Purchase	GF	21,118	-	-	-	-	-
Police Vehicle FY22 (Amendment 1)(#288,293,294,295)	ERR	210,000	-	-	-	-	-
Police Vehicle FY23 (Amendment 1) (#301,302,303,329)	ERR	151,845	-	-	-	-	-
Property & Evidence Van (#299)	ERR	-	-	-	-	36,600	-
5 Police Patrol Cars (#307,309,311,312,334) \$70,000/car	ERR	350,000	-	-	-	-	-
2 Police Patrol Cars \$73,000/car	ERR	-	146,000	-	-	-	-
Police Small Van (#313)	ERR	50,760	-	-	-	-	-
Police Transit Van (#315)	ERR	-	-	-	60,000	-	-
7 Police Patrol Cars \$73,000/car	ERR	-	511,000	-	-	-	-
5 Police Patrol Cars \$76,000/car	ERR	-	-	380,000	-	-	-
5 Police Patrol Cars \$80,000/car	ERR	-	-	-	400,000	-	-
4 Police Patrol Cars \$84,000/car	ERR	-	-	-	-	336,000	-
4 Police Patrol Cars \$88,000/car	ERR	-	-	-	-	-	352,000
Equipment							
Fleet Camera (Amendment 1)	GF	50,358	-	-	-	-	-
Field Radio Equipment	SCF/RLCF	37,500	37,500	40,000	40,000	45,000	45,000
Mobile Computers	SCF/RLCF	25,000	27,000	29,000	31,000	33,000	35,000
Body Camera & Taser Replacement	ERR	-	32,154	-	-	89,000	-
License Plate Reader	SRF	-	-	-	-	17,400	-
Bike Patrol Unit Equipment	SCF/RLCF	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL - POLICE (\$)		902,581	759,654	455,000	537,000	563,000	438,000

Police Department Patrol Vehicles

Nine marked gasoline powered Patrol Vehicles are due to be replaced in Fiscal Year 2025. In keeping with the City's mission to reduce their carbon footprint, those vehicles will be replaced with Hybrid vehicles. A total of \$657,000 is included in the FY25 budget for these replacement vehicles.

Field Radio Equipment

The Fiscal Year budget includes \$37,500 for Field Radio Equipment. This is an ongoing expense to purchase new 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.

Mobile Computers

A total of \$27,000 is included for the purchase of any additionally needed Mobile Computers needed for new vehicles, and to upgrade, as needed, current computers and antennas.

Body Camera & Taser Replacement

A total of \$32,154 is included for the purchase for equipment replacement for Fiscal Year 2025.

Bike Patrol Unit Equipment

The Fiscal Year 2025 budget includes \$6,000 for the upkeep of our electric assist Patrol Mountain Bikes, and for the purchase of new equipment and bike patrol uniforms.

Public Works

PUBLIC WORKS	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Vehicles							
Admin Vehicle (#262)	ERR	32,785	-	-	-	-	-
Pick Up Truck (#283)	ERR	-	-	44,500	-	-	-
Building Mnt Van (#285)	ERR	-	-	30,680	-	-	-
Building Mnt Van (#297)	ERR	-	-	-	33,402	-	-
Trash Truck (#271,272)\$315,000/truck	ERR	630,000	-	-	-	-	-
PW Admin Vehicle (#284)	ERR	-	-	-	-	40,767	-
Dump Truck (#317)	ERR	-	-	-	-	89,196	-
Dump Truck (#318)	ERR	-	-	-	-	89,196	-
Dump Truck (#330)	ERR	-	-	-	-	-	100,260
Equipment							
Leaf Boxes	ERR	-	-	9,000	-	10,000	10,500
Leaf Box 2	ERR	-	-	-	9,500	-	-
Mechanic Tool Box	ERR	-	-	-	-	8,735	-
Roadway Crackfilling Machine	ERR	-	45,000	-	-	-	-
Leaf Collection Vacuums	ERR	-	-	70,000	60,000	75,000	80,000
Leaf Grinder	ERR	-	-	-	240,706	-	-
Truck Scale	ERR	-	-	-	-	6,713	-
Roll-Off Trailer	ERR	-	91,104	-	-	-	-
Vehicle Lift 1	ERR	-	-	15,369	-	-	-
Aerial Lift (Amendment 1)	ERR	33,000	-	-	-	-	-
Transmission Fuel Exchanger	ERR	-	-	7,328	-	-	-
Vehicle Bay Exhaust System	ERR	-	-	-	41,000	-	-
Regular Tire Changer	ERR	-	11,365	-	-	-	-
Genisys Master Diagnostic	ERR	-	-	5,000	-	-	-
Fuel Dispensing Software & Equipment	ERR	-	-	-	-	-	21,126
Chipper	ERR	-	-	-	57,174	-	-
Walk Behind Mower (NEW)	ERR	11,700	-	-	-	-	-
Salt Dome Cover	ERR	-	-	-	39,726	-	-

Capital Improvement

PUBLIC WORKS	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Streets & Sidewalks							
ADA Sidewalk Retrofit - Total FY23 Cost \$800,000							
City Sidewalks	ARPA	300,000	-	-	-	-	-
City Sidewalks	GF	-	-	300,000	-	-	-
City Sidewalks	SCF/RLCF	-	100,000	-	-	-	-
SHA Sidewalks	GF	-	-	500,000	500,000	500,000	500,000
SHA Sidewalks	ARPA	150,000	-	-	-	-	-
New Sidewalk Design/Construction	ARPA	200,000	200,000	-	-	-	-
New Sidewalk Design/Construction	GF	-	100,000	300,000	300,000	300,000	300,000
City Sidewalk – Replace Boyd Allen Apron	GF	-	30,000	-	-	-	-
Traffic Calming & Pedestrian Safety	SCF/RLCF	-	100,000	-	-	-	-
Street Light Upgrade	GF	20,000	20,000	20,000	20,000	20,000	20,000
Street Rehabilitation	GF	-	100,000	500,000	500,000	500,000	500,000
Street Rehabilitation	ARPA	250,000	550,000	-	-	-	-
Sligo Mill	GF	-	-	35,000	-	-	-
Building Facilities							
Phase 2 Facility Design	GF	-	-	150,000	-	-	-
Phase 2 Construction	GF	-	-	-	850,000	-	-
Replace Front Gate at Public Works (NEW)	FMR	29,950	-	-	-	-	-
Community Center							
Community Center Renovation-Atrium Floor	FMR	-	-	-	-	-	-
Community Center Renovation-Atrium Floor (Amendment 1)	ARPA	1,000,000	-	-	-	-	-
HVAC Control System	ARPA	-	137,317	-	-	-	-
Epoxy Coat Walkway and LL Parking area	FMR	-	-	18,000	-	-	-
Police Department Construction	GF	-	-	-	1,500,000	1,500,000	-
Chamber and 3rd Floor Roof	ERR	-	-	-	-	91,541	-
Third Floor Renovation (IT and Cable) City Fund	FMR	75,000	-	-	-	-	-
Third Floor Renovation (IT and Cable) Cable Grant	SRF	125,000	-	-	-	-	-
Emergency Generator Community Center rear	ARPA	-	58,254	-	-	-	-
Community Center rear 1st Floor roof	ERR	-	-	-	74,515	-	-
Front Elevator Upgrade	ERR	-	-	-	100,000	-	-
Air Handler Unit #5 Teen Room	ERR	-	24,000	-	-	-	-
Air Handler Unit #11	ERR	-	-	-	-	20,254	-
Air Handler Unit #1	ERR	-	-	-	-	-	25,264
SUBTOTAL - PUBLIC WORKS (\$)		2,857,435	1,567,040	2,004,877	4,326,023	3,251,402	1,557,150

PUBLIC WORKS	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Stormwater Management							
Takoma Branch Stream Restoration - (Amendment 1)	SW	168,442	-	-	-	-	-
Jefferson Ave Bio Retention Facility	SW	81,313	-	-	-	-	-
Albany and Baltimore Ave SW Treatment	SW	-	-	-	-	-	-
Larch Ave Bioretention	SW	80,910	-	-	-	-	-
Houston Ave SW Treatment (CDBG)	SW	-	-	-	-	-	-
Maple Ave & Stream Restoration	SW	102,335	-	-	-	-	-
Albany and Baltimore Ave SW Treatment	SW	-	70,000	-	-	-	-
Project at Garland and Davis/Jackson	SW	-	100,000	-	-	-	-
Sligo Mill Dead End Erosion Control	SW	-	60,000	-	-	-	-
Resilient Project	SW	-	-	155,000	-	-	-
Resilient Project	SW	-	-	45,000	-	-	-
Resilient Project	SW	-	-	-	200,000	-	-
Resilient Project	SW	-	-	-	-	250,000	-
Resilient Project	SW	-	-	-	-	-	250,000
SUBTOTAL - STORMWATER MANAGEMENT (\$)		433,000	230,000	200,000	200,000	250,000	250,000
TOTAL - PUBLIC WORKS (\$)		3,290,435	1,797,040	2,204,877	4,526,023	3,501,402	1,807,150

Roadway Crackfilling Machine

The Fiscal Year 2025 budget includes \$45,000 for the purchase of a crack filing machine which Enable City staff to perform roadway maintenance to prolong the life of pavement by filling small cracks. The existing crack filling machine was purchased in 2003.

Roll-Off Trailer

The Fiscal Year 2025 budget includes \$91,104 for the purchase of a roll-off trailer. This equipment enables the City to haul 20-yard roll-off containers. The City has two containers that are used for waste and debris storage for disposal including scrap metal, street sweeping debris, storm debris, and wood waste. The trailer is towed by one of the City’s dump trucks which enable the City to tow the roll-off to the intended disposal facility. The trailer being replaced was purchased in 2010.

Regular Tire Machine

The Fiscal Year 2025 budget includes \$11,365 for the purchase of a regular tire machine. This equipment enables staffs to prepare new tires for mounting on standard vehicles. The equipment being replaced was purchased in 2010.

ADA Compliance Repairs to City Sidewalks

The Fiscal Year 2025 budget includes \$100,000 for City sidewalk repair. This is the continuation of the program, started in 2010, to repair existing sidewalks to meet the Federal Americans with Disabilities Act (ADA) requirements and improve pedestrian access and safety. The program has completed over 86% of existing City sidewalks. For Fiscal Year 2025, the proposed funding source is the Speed Camera/Red Light Camera fund.

ADA Compliance Repairs to State Road Sidewalks

The Fiscal Year 2025 budget includes no funding for State sidewalk repair. This program addresses sidewalk repairs to existing sidewalks along State Highways to meet the Federal Americans with Disabilities Act (ADA) requirements and improve pedestrian access and safety. The program was established in 2018.

New Sidewalk Design & Construction

The Fiscal Year 2025 budget includes \$30,000 to replace the Boyd Alley apron and \$400,000 for new sidewalk design and construction from three sources: the ARPA Fund, the General Fund and the Speed Camera/Red Light Fund. For Fiscal Year 2025, this program has been separated to provide funding for new sidewalks only. Previously the funding included traffic calming. This fiscal year traffic calming has its own budget in the Capital Improvement Program. The projects in the queue include:

Belford Place, design complete, construction planned

Chestnut Avenue, design underway

Darwin Ave, design underway

Hodges Lane, design underway

Traffic Calming and Pedestrian Safety

The Fiscal Year 2025 budget includes \$100,000 for traffic calming and pedestrian safety. For this fiscal year funding for traffic calming and pedestrian safety has been separated in the Capital Improvement Program from new sidewalk design and construction into its own budget item. Projects anticipated for Fiscal Year 2025 include the areas of New Hampshire Gardens, Hillwood Manor area and Longbranch Sligo.

Street Light Upgrades

The Fiscal Year 2025 budget includes \$20,000 for street light upgrades. Funding is allocated annually to fund new street lighting requests or upgrades to existing lighting levels, as requested by residents. Most streetlights are owned and maintained by Pepco which charges for new streetlighting installation. Additionally, the City owns and maintains decorative streetlighting in several areas including Carroll Avenue, Lee Avenue, and Holton Lane.

Street Rehabilitation

The Fiscal Year 2025 budget includes \$650,000 for street rehabilitation from two sources: the ARPA and the General Fund. This program provides for the resurfacing of City roadways based on a pavement condition analysis. The allocation in Fiscal Year 2025 includes \$100,000 from the General Fund and \$550,000 from the ARPA budget.

HVAC Control System Replacement

The Fiscal Year 2025 budget includes \$137,317 for the purchase of a heating and cooling equipment system. Heating and cooling equipment in the Community Center is largely controlled by a software program. The original software program needs to be updated. The prior system was installed in 2017 and is no longer supported. The new system is expected to include all HVAC equipment for all three floors of the Community Center and provide for greater efficiency through programming control.

Emergency Generator Replacement

The Fiscal Year 2025 budget includes \$58,254 for the purchase of a replacement emergency generator. The secondary emergency generator in the rear of the building has exceeded its expected life and needs to be replaced before it fails.

Air Handler Unit #5 – Teen Room

The Fiscal Year 2025 budget includes \$24,000 for the purchase of a replacement air handler unit. This project will replace the aged and underperforming system in the Teen Room with a unit that was removed from the Computer Learning Center during construction. The replacement unit was only a few years old when removed. Its reuse will reduce the overall cost for the unit replacement and improve the heating and cooling in the Teen Room. The current unit was installed in 2006.

Stormwater Project – Albany and Baltimore Triangle

The Fiscal Year 2025 budget includes \$70,000 for a stormwater project at the Albany Avenue and Baltimore Avenue Triangle. This project will provide stormwater treatment for run-off entering the system at this location. The facilities will be associated with the existing stormwater inlets and pipe system at that location. The project will provide treatment credits

for stream restoration required for the City's National Pollutant Discharge Elimination System (NPDES) permit.

Stormwater Project – Garland Avenue at Davis Avenue

The Fiscal Year 2025 budget includes \$100,000 for a stormwater project at Garland Avenue at Davis Avenue. This project will address stormwater run-off currently flowing into private property at this location. Through the installation of new inlets and street curb realignment, run-off will be directed into the stormwater system. This will reduce impacts on private property. This location was part of the Low Impact Development Center Stormwater Resiliency Project site evaluation.

Stormwater Project – Sligo Mill Dead End Erosion Control

The Fiscal Year 2025 budget includes \$60,000 for a stormwater project along Sligo Mill Road. This project will address erosion currently taking place at the dead end of Sligo Mill Road in the Sligo Mill/Poplar Mill natural area. The project will establish a natural flow for run-off and allow for infiltration and will restore the eroded area of the stream valley. The project will provide treatment credits for stream restoration required for the City's NPDES permit.

Recreation

RECREATION	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Vehicles							
Recreation Bus Large(#242)replaced by Small Bus with a Lift	ERR	122,600	-	-	-	-	-
Equipment							
Treadmills	ERR	7,338	-	7,072	-	-	8,507
Elliptical	ERR	-	-	-	-	-	6,600
Cardio Fitness Machine	ERR	-	-	-	-	-	7,600
Other							
Rec Programming Software - ActiveNetwork	ERR	-	-	-	60,000	-	-
Pool Table	ERR	-	-	7,500	-	-	-
TOTAL - RECREATION (\$)		129,938	-	14,572	60,000	-	22,707

There are no capital improvement expenditures planned for Fiscal Year 2025 for the Recreation Department.

Housing & Community Development

HOUSING & COMMUNITY	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Community Improvement							
Code Enforcement -Purchase 2 Lease Vehicles	GF	41,753	-	-	-	-	-
Bike Improvements City Match	ARPA	-	-	-	-	-	-
Maple Ave Connectivity Project	SRF	80,000	240,000	-	-	-	-
Maple Ave Connectivity Project City Match	ARPA	20,000	-	-	-	-	-
Maple Ave Connectivity Project City Match	GF	-	60,000	-	-	-	-
Met Branch Trail Project	SRF	40,000	425,000	-	-	-	-
Met Branch Trail Project City Match	ARPA	12,000	-	-	-	-	-
Met Branch Trail Project City Match	GF	-	52,000	52,000	-	-	-
Roadway & Bikeway Connectivity New (FY25-29) City Match	GF	-	10,000	100,000	100,000	100,000	100,000
Public Land Management Plan Implementation	GF	-	-	-	-	-	-
Public Land Management Plan Implementation	ARPA	-	-	-	-	-	-
<i>New Hampshire Ave Bikeway Design Section A, B & D</i>							
<i>Grant A - 100%</i>	SRF	-	-	-	-	-	-
<i>Grant A - 100% (Amendment 1)</i>	SRF	20,000	270,000	-	-	-	-
<i>Grant A - 20% City Match</i>	GF	-	34,000	34,000	-	-	-
<i>Grant A - 20% City Match</i>	ARPA	5,000	-	-	-	-	-
<i>Grant B - 100%</i>	SRF	-	80,000	-	-	-	-
<i>Grant B - 100% (Amendment 1)</i>	SRF	12,000	-	-	-	-	-
<i>Grant B - 20% City Match</i>	GF	-	20,000	-	-	-	-
<i>Grant B - 20% City Match</i>	ARPA	3,000	-	-	-	-	-
Takoma Park Economic Development Project							
Recreation Center Design Grant	SRF	145,000	-	-	-	-	-
Recreation Center Re-development (\$320,000)	ARPA	160,000	-	-	-	-	-
Neighborhood Commercial Center Program (Amendment 1)	ARPA	61,700	-	-	-	-	-
Neighborhood Commercial Center Program Rebate	ARPA	57,457	-	-	-	-	-
Public Space Management Project							
Public Space Management Plan Implementation	ARPA	23,380	-	-	-	-	-
Public Space Management Plan Implementation	GF	-	20,000	30,000	30,000	60,000	60,000
Traffic Study	RLCF	-	50,000	50,000	50,000	50,000	50,000
Historic District Capital Improvements	GF	-	-	50,000	50,000	-	-
Bus Shelter Improvements & Installation	GF	-	-	40,000	40,000	40,000	40,000
CDBG - Neighborhood Improvement	SRF	132,000	91,000	91,000	91,000	91,000	91,000
CDBG - Neighborhood Improvement (Amendment 1)	SRF	232,000	-	-	-	-	-
Program Open Space Projects	SRF	-	60,000	60,000	60,000	60,000	60,000
TOTAL - HOUSING & COMMUNITY (\$)		1,045,290	1,412,000	507,000	421,000	401,000	401,000

Maple Avenue Connectivity Project

The Fiscal Year 2025 budget includes \$300,000 in funding for the Maple Avenue Connectivity Project. The Maple Avenue Connectivity project envisions a corridor where walking to school, biking to Sligo Creek, or catching the bus feels easy, comfortable, convenient and safe. As one of the most diverse and central corridors in the City, this project aims to strengthen transportation connections on Maple Avenue, especially for pedestrians, bike riders, and transit users. A total of \$240,000 of funds in Fiscal Year 2025 will come from a Maryland Department of Transportation Maryland Kim Lamphier Bikeways Network Program grant award and \$60,000 will come from the General Fund.

Met Branch Trail Project

The Fiscal Year 2025 budget includes \$477,000 in funding for the Met Branch Trail Project. The Met Branch Trail project will complete the City of Takoma Park portion of the 8.5 mile pedestrian and bicycle path from Union Station in the District of Columbia to the Silver Spring transit hub. A total of \$425,000 of funds in Fiscal Year 2025 will come from a Maryland Department of Transportation Maryland Kim Lamphier Bikeways Network Program grant award and \$52,000 will come from the General Fund.

Roadway & Bikeway Connectivity Matching Funds

The Fiscal Year 2025 budget includes \$10,000 in funding for future Roadway & Bikeway Connectivity Projects. The City of Takoma Park's Planning & Development Services division has been highly successful in recent years receiving roadway and bikeway design grants from the State of Maryland and other partners, which often require a 20% match of City funds. This fund will be reallocated to specific projects as the City is awarded new planning grants.

New Ave Bikeway Project

The Fiscal Year 2025 budget includes \$404,000 in funding for the New Ave Bikeways Project. The New Ave Bikeway project envisions a bi-directional bikeway on the southbound lane of New Hampshire Avenue. Funding in Fiscal Year 2025 will include Sections A and B from Poplar Avenue to Holton Lane. A total of \$350,000 of funds in Fiscal Year 2025 will come from Maryland Department of Transportation Maryland Kim Lamphier Bikeways Network Program grant awards and \$54,000 will come from the General Fund.

Public Space Management Plan Implementation

The Fiscal Year 2025 budget includes \$20,000 to implement the recommendations and emerging projects from the City's Public Space Management Plan. Approved by City Council in 2023, the Public Space Management Plan provides integrated guidance on how public space is used and maintained in Takoma Park, with a special focus on data-driven and

equity-infused decision-making. Public space, as defined in the Plan, includes City-owned properties that are accessible to all residents and visitors to the City.

Traffic Studies

The Fiscal Year 2025 budget includes \$50,000 to implement targeted traffic studies in identified areas of need throughout the City. Funding would allow the City to engage traffic engineering consultants to review existing traffic patterns and recommend roadway modifications in high-impact areas.

CDBG - Neighborhood Improvements

The Fiscal Year 2025 budget includes \$91,000 in an annual allocation of Community Development Block Grant (CDBG) funds from Montgomery County Department of Housing and Community Affairs (DHCA). In accordance with federal CDBG requirements, these funds are used for capital infrastructure improvements in low-income communities. Fiscal Year 2025 funds are slated to be used for the completion of the Houston Court biofiltration project.

Program Open Space Projects

The Fiscal Year 2025 budget includes \$60,000 in an annual allocation of Program Open Space funds from the Maryland Department of Natural Resources (DNR). Program Open Space provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas.

Communications

COMMUNICATIONS	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Equipment & Software							
Cable TV 13 Editing & Playback System	SRF	-	45,000	-	-	-	-
Auditorium Digital Video (Amendment 1)	SRF	110,000	-	5,000	-	-	-
Auditorium Camera System	SRF	-	120,000	-	-	-	-
Auditorium Hybrid Meeting AV Integration (Amendment 1)	SRF	-	20,000	-	-	-	-
Studio Lighting	SRF	-	-	-	15,000	-	-
Auditorium Lighting (Amendment 1)	SRF	-	20,000	-	-	-	-
Council Dais	SRF	-	85,000	-	-	-	-
Sports Production	SRF	-	-	-	-	30,000	-
Wireless Video	SRF	-	-	-	-	-	30,000
Remote Production	SRF	25,000	-	-	-	-	-
Media Lab Equipment	SRF	-	60,476	-	-	-	-
Control Room Relocation	SRF	50,000	-	-	-	-	-
Mobile Interpretation System	SRF	-	-	-	-	-	15,000
TOTAL - COMMUNICATIONS (\$)		185,000	350,476	5,000	15,000	30,000	45,000

Cable Equipment

The Fiscal Year 2025 Budget includes \$350,476 for new non-linear editing systems (\$45,000) and several projects related to the auditorium and the new control room (including relocation), which include labor, design, cabling, furniture, lighting fixtures, and hardware.

Library

LIBRARY	Fund	FY 24 Proj	FY 25	FY 26	FY 27	FY 28	FY 29
Facilities							
Library Detail Design, Relocation, & Construction - Total Cost \$13.5M							
City Fund	Bond	4,418,479	-	-	-	-	-
Library State Grant	SRF	-	125,000	-	-	-	-
ARPA Fund	ARPA	3,500,000	1,000,000	-	-	-	-
Cable Grants	SRF	-	2,500,000	-	-	-	-
Useful Software	GF	-	20,000	-	-	20,000	-
Digital Inclusion Grant	SRF	-	75,000	-	-	-	-
TOTAL - LIBRARY (\$)		7,918,479	3,720,000	-	-	20,000	-

Library Construction

The Fiscal Year 2025 budget includes \$3.7 million for the Library and Community Center Redevelopment Project. Capital Improvement Program funding for the project includes: \$2.5 million from Cable Grants, \$125,000 from the Library State Grant, \$1,000,000 from the ARPA Fund, and \$75,000 from the Digital Inclusion grant. This project is scheduled to be completed in Fiscal Year 2025, and funds are not currently anticipated for this project in Fiscal Year 2026. In Fiscal Year 2024, the remaining \$4,418,479 million of the bond and \$3.5 million from the ARPA Fund are expected to be spent.

Useful Software

The Fiscal Year 2025 budget includes \$20,000 for the purchase of library software and hardware. Useful software and hardware are used in the Library Computer Center to facilitate public computer sessions. The budgeted amount will ensure continuous access to this necessary public service.



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 Transportation Bond 2017 Series: 326

 Library Bond 2017 Series 327

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 percent) 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 \$11.2 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, 2024 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	<u>176,000</u>	<u>7,040</u>	<u>183,040</u>
Total	<u>\$176,000</u>	<u>\$7,040</u>	<u>\$183,040</u>

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, 2024 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	132,000	34,133	166,133
2026	135,000	31,143	166,143
2027	138,500	27,815	166,315
2028	143,000	23,591	166,591
2029-2032	<u>615,500</u>	<u>49,273</u>	<u>664,773</u>
Total	<u>\$1,164,000</u>	<u>\$301,334</u>	<u>\$1,137,334</u>

Library Bond 2017 Series

In Fiscal Year 2018, 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 in fees and insurance and approximately \$175,000 in 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, 2024 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	175,500	212,463	387,963
2026	178,500	208,488	386,988
2027	184,500	204,088	388,588
2028	191,500	198,461	389,961
2029-2047	<u>5,152,500</u>	<u>2,233,781</u>	<u>7,386,281</u>
Total	<u>\$5,882,500</u>	<u>\$3,057,282</u>	<u>\$ 8,939,782</u>

ARPA Fund



City of Takoma Park

**American Rescue Plan Act (ARPA)
Spending Plan**



Affordable
Housing



Small Business
Recovery



Social Services
Partnerships



Family Resiliency
Programs



City
Operations



Community
Anchors

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Fund Summary

Fund Overview

The U.S. Department of the Treasury (Treasury), through the American Rescue Plan Act of 2021 (ARPA), included a total of \$360 billion in pandemic-related aid for state and local governments. The State of Maryland received \$528.96 million to disburse to Non-Entitlement Units of Local Government (jurisdictions with a population below 50,000 persons). With a population below 50,000 persons, the City of Takoma Park is a Non-Entitlement Unit (NEU), and in two installments, received a total allocation of \$17,470,260 in ARPA funds. These funds can be used for a broad range of purposes, such as:

- 1) To respond to the COVID-19 public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- 2) To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
- 3) To restore the provision of government services to the extent key positions, services, or projects were cut or reduced as a result of the reduction in government revenues due to the COVID-19 public health emergency; and,
- 4) To make necessary investments in water, sewer, and/or broadband infrastructure.

After a 6-month process reviewing over 40 City staff, Council, and publicly submitted ARPA spending options, the Takoma Park City Council approved a five-year ARPA Spending Plan which allocated the entire \$17.5 million ARPA award between approximately 30 programs. This Spending Plan was adopted by the City Council under Ordinance No. 2022-3 on March 6, 2022 and has since been amended via the FY24 and FY25 annual budgets.

Per US Treasury requirements, all ARPA funds must be obligated by December 2024 and expended in total by December 2026. Any funds not obligated or expended by the US Treasury deadlines will be returned to the U.S. Treasury.

Management Objectives:

Under the City's ARPA Spending Plan, the City targets six main focus areas:

- **Affordable Housing** – To provide emergency rental and utility assistance to residents who may be experiencing eviction or other financial hardship, as well as grants for multifamily building improvements and weatherization and electrification.
- **Small Business Recovery** – Support of businesses who struggled with the economic impacts of the COVID-19 pandemic through Small Business Support Grants, Façade Improvements, and Neighborhood Commercial Center Improvements
- **Social Services Partnerships** – To provide direct financial support to vulnerable populations and funding to close gaps in social service provision. By targeting ARPA relief to vulnerable populations, the City of Takoma Park strives to ensure equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.
- **Family Resiliency Programs** – To make investments in community such as through grants to community-centered food systems organizations to help reduce food insecurity among disadvantaged and underserved families residing in the community; purchasing educational technology, such as lending laptops and WiFi hotspots; scholarships for recreation and tutoring programs; quality of life grants; and a two-year pilot program to provide on-call mental health counselors to respond to neighbors in crisis and suffering from mental health challenges.
- **Community Anchors** – To invest in the community's future by improving the City's public facilities, such as, redeveloping and expanding the Public Library, and Community Center & Recreation Center improvements.
- **City Operations** – Maintaining municipal operations and improving resiliency through restoring lost revenues due to the COVID-19 pandemic. These include initiatives such as, cloud-based document management of City files, providing premium pay to essential workers, and street and sidewalk infrastructure projects.

Personnel Schedule:

In order to ensure ongoing federal compliance and successfully administer this fund and its various programs, the Spending Plan includes the hiring of three dedicated staff with ARPA funds as outlined below:

Personnel Staffing	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
ARPA 0070				
ARPA Manager - City Manager's Office	1.00	1.00	0.50	(0.50)
Accounting Analyst - Finance	1.00	1.00	1.00	-
IT Project Specialist - Information Systems	1.00	1.00	1.00	-
Total ARPA FTE	3.00	3.00	2.50	(0.50)
FTEs with benefits	3.00	3.00	2.50	(0.50)
FTEs without benefits	-	-	-	-
Total ARPA FTE	3.00	3.00	2.50	(0.50)

ARPA 5-Year Plan

ARPA/SLFRF Funded Projects Spending Projections FY22-FY26	FY22 (Actual)	FY23 (Actual)	FY24 (Budget Projection)	FY25 (Budget)	FY26 (5 year)	FY27
Administrative Salaries/Benefits	\$85,104	\$171,095.67	\$196,155	\$364,262	\$380,058	\$197,630
Façade Improvement Grant	\$0	\$7,500	\$0	\$0	\$0	\$0
Emergency Rental Assistance	\$286,599	\$214,361.66	\$249,039	\$0	\$0	\$0
Food Insecurity Program	\$0	\$65,250	\$114,750	\$225,000	\$0	\$0
Small Business Grants	\$149,400	\$112,600	\$38,500	\$0	\$0	\$0
Multi-Family Housing Rehabilitation Fund	\$0	\$392,453.04	\$607,547	\$0	\$0	\$0
Grants to Non-Profits (Social Services Partnerships) & Rec STEM	\$0	\$118,132.36	\$121,868	\$60,000	\$0	\$0
Community Connectors (Social Services Partnerships)	\$0	\$0	\$0	\$350,000	\$0	\$0
Direct Cash Assistance (Social Services Partnerships)	\$0	\$1,459,122.08	\$131,577.73	\$0	\$0	\$0
Energy Efficiency Upgrades: Weatherization, Electrification	\$0	\$193,110	\$306,890	\$100,000	\$0	\$0
Lending Program: Laptops	\$0	\$6,834.87	\$4,165	\$0	\$0	\$0
Lending Program: Wi-Fi Hotspots	\$3,000	479.70	\$0	\$0	\$0	\$0
Mental Health Crisis Counselors	\$0	\$0	\$50,000	\$300,000	\$250,000	\$0
Recreation Program Scholarships & Tutoring	\$0	\$153,124.00	\$150,000	\$0	\$0	\$0
Municipal Broadband	\$0	\$14,000	\$14,000	\$0	\$0	\$0
Premium Pay for Essential Workers	\$241,400	\$0	\$0	\$0	\$0	\$0
Public Space Management (from contingency)	\$0	\$66,615.73	\$23,380	\$0	\$0	\$0
Neighborhood Commercial Center Improvements	\$0	38,299.73	\$61,700	\$0	\$0	\$0
FY24 Add - Neighborhood Comm Ctr Improvement (same as above)	\$0	\$0	\$57,457	\$0	\$0	\$0
Revenue Replacement						
Community Center Renovation	\$0	\$0	\$1,000,000	\$0	\$0	\$0
Recreation Center Redevelopment	\$0	\$130,590	\$160,000	\$0	\$0	\$0
Library Expansion	\$0	\$0	\$3,500,000	\$1,000,000	\$0	\$0
Community Engagement	\$18,000	\$9,800	\$5,000	\$5,000	\$5,000	\$0
Interactive Online Budget Tool	\$0		\$0	\$0	\$0	\$0
Takoma-Langley Crossroads Business Incubator	\$0	\$34,500	\$0	\$0	\$0	\$0
Document Management Platform	\$8,160	\$7,800	\$0	\$222,200	\$0	\$0
CIP Street Rehabilitation - FY23-25	\$0	\$273,825	\$250,000	\$550,000	\$0	\$0
Workforce Development	\$0	\$0	\$0	\$0	\$0	\$0
Finance Software Update	\$0	\$0	\$0	\$0	\$0	\$0
FY25 Add - Performance Measurement Consultant	\$0	\$0	\$0	\$30,000	\$0	\$0
FY25 Add - ERR CIP HVAC Control System	\$0	\$0	\$0	\$137,317	\$0	\$0
FY25 Add - ERR CIP Emergency Generator Community Center	\$0	\$0	\$0	\$58,254	\$0	\$0
FY24 Add - Sidewalks CIP	\$0	\$0	\$650,000	\$200,000	\$0	\$0
FY24 Add - 4 Bulletin Boards	\$0	\$0	\$5,764	\$0	\$0	\$0
FY24 Add - Bike Improvement-CIP	\$0	\$0	\$0	\$0	\$0	\$0
FY24 Add - Metro Branch Trail City Match 20%-HCD	\$0	\$0	\$12,000	\$0	\$0	\$0
FY24 Add - Maple Ave Connectivity Project City Match 20%-HCD	\$0	\$0	\$20,000	\$0	\$0	\$0
FY24 Add - New Hampshire Ave- City Match Fund-HCD	\$0	\$0	\$8,000	\$0	\$0	\$0
FY22 General Fund Revenue Loss Reimbursement	\$1,191,900	\$0	\$0	\$0	\$0	\$0
FY23 Bank Charges	\$0	\$140	\$0	\$0	\$0	\$0
ARPA Fund Summary Total	\$1,983,563	\$3,469,634	\$7,737,792	\$3,602,033	\$635,058	\$197,630

Sources of Revenue and Expenditure Tables

<i>Fund Revenues (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>ARPA - Federal Aid</i>	8,738,397	-	-	-		
<i>Interest & Dividends</i>	1,212	199,100.00	199,000	150,000		
<i>Fund Total</i>	8,739,609	199,100	199,000	150,000		

<i>Fund Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>ARPA Fund</i>	3,469,633.84	9,139,444	7,737,793	3,602,033	(4,135,759)	(53.45%)
<i>Fund Total</i>	3,469,633.84	9,139,444	7,737,793	3,602,033	(4,135,759)	(53.45%)

Other Funds

Fund Expenditures by TYPE (\$)	Actual FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj FY24- FY25	Change (%) Proj FY24- FY25
7.1 TE Salaries	78,128	248,872	90,155	261,924	171,769	190.53%
7.1 TE Fringe Benefits	26,917	134,151.62	40,000	102,338	62,338	155.84%
7.1 TE Temporary Assistance	66,050	27,600	66,000	-	(66,000)	(100.00%)
					-	-
Personnel Subtotal	171,095.67	410,624	196,155	364,262	168,107	85.70%
					-	-
Operating Supplies	-	20,000	5,764	-	(5,764)	(100.00%)
Contracts	-	-	-	30,000	30,000	-
2.31 TE Facade Grant-City Match	7,500	-	-	-	-	-
2.2 TE Emergency Rental Assistance	214,362	253,644	249,039	-	(249,039)	(100.00%)
6.1 TE Document Management Platform	7,800	230,000	-	222,200	222,200	-
2.1 TE Food Insecurity Program	65,250	90,000	114,750	225,000	110,250	96.08%
2.29 TE Small Business Grants	112,600	38,000	38,500	-	(38,500)	(100.00%)
2.15 TE Multi-Family Housing Rehabilitation	392,453	608,274	607,547	-	(607,547)	(100.00%)
2.34 TE Social Services-Grants to Non-profits	118,132	110,000	121,868	60,000	(61,868)	(50.77%)
2.19 TE Social Services-Community Connectors	-	-	-	350,000	350,000	-
2.3 TE Social Services-Direct Assistance	1,459,122	120,000	131,578	-	(131,578)	(100.00%)
6.1 TE Crossroads Business Incubator	34,500	300,000	-	-	-	-
2.2 TE Energy Efficiency Upgrades	193,110	350,000	306,890	100,000	(206,890)	(67.42%)
2.4 TE Lending Program: Laptops	6,835	4,165	4,165	-	(4,165)	(100.00%)
2.4 TE Lending Program: WiFi Hotspots	480	-	-	-	-	-
1.12 TE Mental Health Counselors	-	275,000	50,000	300,000	250,000	500.00%
6.1 TE Recreation Scholarships & Tutoring	153,124	150,000	150,000	-	(150,000)	(100.00%)
6.1 TE Interactive Online Budget Platform	-	124,000	-	-	-	-
7.1 TE ARPA Admin-Community Engagement	9,800	5,000	5,000	5,000	-	0.00%
2.4 TE Municipal Broadband	14,000	185,000	14,000	-	(14,000)	(100.00%)
Bank Charges	140	-	-	-	-	-
6.1 TE CIP-Library Expansion	-	3,500,000	3,500,000	1,000,000	(2,500,000)	(71.43%)
6.1 TE CIP-Rec Center Redevelopment	130,590	160,000	160,000	-	(160,000)	(100.00%)
6.1 TE CIP-Community Center Renovation	-	1,000,000	1,000,000	-	(1,000,000)	(100.00%)
2.31 TE CIP-Public Space Management	66,616	23,380	23,380	-	(23,380)	(100.00%)
2.31 TE CIP-Neighborhood Comm Ctr	38,300	119,157	119,157	-	(119,157)	(100.00%)
2.22 TE CIP-Street Rehabilitation	273,825	250,000	250,000	550,000	300,000	120.00%
6.1 TE CIP-Sidewalks	-	650,000	650,000	200,000	(450,000)	(69.23%)
6.1 TE CIP-HCD Projects	-	163,200	40,000	-	(40,000)	(100.00%)
6.1 TE CIP-Equipment Replacement	-	-	-	195,571	195,571	-
Operating Exp Subtotal	3,298,538	8,728,821	7,541,638	3,237,771	(4,303,867)	(57.07%)
Fund Total	3,469,634	9,139,444	7,737,793	3,602,033	(4,135,759)	(53.45%)

Fiscal Year 2024 Program Update & Spending Projections:

Fiscal Year 2024 is a year highlighted by the ongoing successes of ARPA funded community programming as well as realizing long-planned but delayed capital projects and programs. These successes include the commencement of the Library Redevelopment Project, the continued implementation of the Mental Health Counselor Pilot Program, and continued program successes such as Emergency Rental Assistance, Recreation Scholarships, and Small Business and Quality of Life grants. With the advancement of these projects and programs, it is currently projected approximately \$7.7M or 44% of the City’s entire ARPA award will be spent within Fiscal Year 2024.

ARPA Total FY24-25

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$9,139,444	\$7,737,793	\$1,401,651	\$3,602,033

1) ARPA Administrative Salaries/Benefits

The original Fiscal Year 2024 budget anticipated all three FTEs supported through ARPA would be hired as of July 1, 2023. However, this line saw significant salary savings as the ARPA Manager was appointed to Acting then permanent Deputy City Manager whose salary was supported by 25% of the ARPA fund as the ARPA administrative role has become a function of that position. The Finance Accounting Analyst position also remained vacant throughout the year although it was supported through temporary assistance. The projected Fiscal Year 2024 numbers reflect these significant salary savings.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$410,624	\$196,155	\$214,469	\$364,262

2) Façade Improvement Grant: \$7,500

This grant was targeted for the upgrade and beautification of small businesses. The program was funded in part by Maryland Department of Housing and Community Development (DHCD)

and the use of ARPA funds stood in the place of the required business match and any associated fees. Housing and Community Development (HCD) granted these funds to a small business owner at 8000 Flower Avenue which expanded its outdoor seating and improved the aesthetics of the commercial center. Actual costs, \$7,500, were slightly lower than the \$8,000 budgeted in FY23. The remainder of funds were distributed within the Small Business Grant program.

3) Emergency Rental Assistance: \$750,000

Through this successful program, ARPA grants are awarded to qualifying residents in need on a first-come-first-serve basis. These grants are typically supplemental to assistance efforts already underway with Montgomery County and other local non-profits. The balance of allocated funds will be spent in FY24 with any remaining in FY25. While there is no new ARPA funding currently allocated for this program in FY25, the City is planning to continue this program with general fund dollars at the reduced amount of \$75,000 annually.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$253,644	\$249,039	\$4,605	\$0

4) Document Management Platform: \$237,800

The document management system will provide a central repository to store temporary and permanent digital records for the City. The system will be used by most departments with a heavy emphasis on Housing and Community Development, the Police Department, and the Office of the City Clerk. This City is currently reviewing vendor submissions from a Request for Proposals released in late winter with the goal of entering a contract for services in Q1 FY25.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$230,000	\$0	\$0	\$222,200

5) Food Insecurity Program: \$250,000

On October 11, 2021, The City of Takoma Park announced a Request for Proposals (RFP) for services to reduce food insecurity for disadvantaged or underserved populations residing in the City of Takoma Park. In March 2022 this was awarded to four different organizations: The Small Things Matter, LLC, Meals on Wheels, Freshfarms Markets, Inc., and Community Health and Empowerment Through Education and Research, Inc. (CHEER). These grantees have

developed partnerships with other community-based organizations serving Takoma Park, conducted SNAP benefits outreach, and have facilitated the delivery of thousands of meals in the community. All four grantees will be continuing their work through Q3 FY25, at which point, total ARPA funding will be depleted. Decisions on whether to continue funding beyond FY25 will be part of FY26 budget discussions.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$90,000	\$114,750	(\$24,750)	\$225,000

6) Grants for Small Businesses: \$300,500

Short-term grants were made available to small businesses, especially those that experienced economic harm during the pandemic, to meet rent and/or payroll obligations. Grant funds were also used for business expansion, business improvements, technical assistance, and the development of products and services. Grants are targeted to small businesses that did not previously receive pandemic-related assistance as well as businesses outside the umbrella of existing business associations. All of the ARPA dollars allocated to this program will be expended by the end of FY24, with no new ARPA funding allocated in FY25. The City will continue with other small business grants that help subsidize start-up costs for small businesses out of its general fund in FY25.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$38,000	\$38,500	\$500	\$0

7) Multi-Family Housing Rehabilitation: \$1,000,000

Grants have been made available to multi-family property owners to incentivize rehabilitation and ensure availability of quality and affordable units. Grants may also incorporate energy conservation or other sustainability requirements, and will coordinate with energy efficiency upgrade funds as appropriate. Rehabilitation grants have been shown to improve housing conditions, health outcomes, and mental health. City staff is currently reviewing applications from a pool of remaining allocated ARPA funds. As awardees hit grant milestones, these funds will continue to be disbursed through FY25 and beyond.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
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\$608,274	\$607,547	\$727	\$0
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8) Grants to Non-Profits “Quality of Life Grants”: \$240,000

Grant to non-profits is the third of a three-prong program to address economic and social services needs of residents with low incomes and those facing barriers to accessing social services, including those who have been negatively affected, economically or otherwise, by the COVID-19 pandemic. These grants were initially intended to be split into five categories: 1) General grants to non-profits (\$95,000); 2) CP2 Grants (\$100,000); 3) Community STEAM Quality of Life Grants (\$110,000); 4) Mini Grants – Spark (\$25,000); and, 5) Recreation STEAM Program (\$20,000). All FY23 grant funds were awarded for the Community Quality of Life and the Recreation STEAM program. For various reasons, there are no grant programs planned for the other three purposes. However, funding was reallocated to continue the Quality of Life grants into Fiscal Year 2024. In FY25, funding for this program will shift from ARPA to the general fund proposed at the reduced amount of \$50,000.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$110,000	\$121,868	(\$11,868)	\$60,000

9) Community Connectors - \$350,000

Communities Connectors is the second of a three-prong program to address economic and social services needs of residents with low incomes and those facing barriers to accessing social services, including those who have been negatively affected, economically or otherwise, by the COVID-19 pandemic. This project is intended to develop a Community Navigators program to identify and engage with individuals and households that may not typically engage with government at various levels, or that may otherwise not be aware of government services, and to help connect them to available social services at the City, County and State levels. As anticipated, due to City staff project management shortages in standing up this unique municipal program, there was no project progress in FY24. The goal will be to commence this program and obligate the balance of funds within FY25.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$0	\$0	(\$350,000)	\$350,000

10) Direct Cash Assistance Program: \$1,590,700

With this first of a three-prong program to address economic and social services needs of residents with low incomes and those facing barriers to accessing social services, including those who have been negatively affected, economically or otherwise, by the COVID-19 pandemic, the City offered \$1,000 in direct cash assistance to all income eligible residents. The City contracted with a third-party administrator to help administer this program and from October 2022 to October 2023, when the program closed, the City awarded assistance to approximately 1,400 households. A final report on the program will be presented by the close of FY24.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$120,000	\$131,578	\$11,578	\$0

11) Energy Efficiency Upgrades: \$500,000

Grants for energy efficiency upgrades were targeted to multi-family buildings that are occupied by low-to-moderate-income residents. Funds for energy efficiency upgrades have been coordinated with the Housing Rehabilitation Fund and incorporate energy audit or other efficiency requirements as appropriate. All grants were awarded in prior years, with disbursements occurring when the grantee achieves certain milestones. The remaining balance of allocated funds for this program were merged with the Multi-Family Housing Rehabilitation grant program. City staff is currently reviewing applications from this latest grant program release.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$350,000	\$306,890	\$43,110	\$100,000

12) Lending Program: Laptops: \$11,000

In FY23 the City purchased 30 Chrome Book laptops to provide for computing needs of residents who require access beyond open hours of the Library Computer Center, for periods longer than a session at the Computer Center, or to use elsewhere inside the Library. This lending program is currently underway. This targeted investment is part of the Library’s ongoing effort to use ARPA funding to bridge the City’s digital divide and is in addition to the \$3,000 spent in Fiscal Year 2022 for 30 Wi-Fi hotspot units. The remaining funds in FY24

provide contingency funding in the event laptops need to be replaced, or to provide additional units as program success dictates.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$4,165	\$4,165	\$0	\$0

13) Mental Health Crises Counselors: \$600,000

This two-year pilot program will employ two mental health counselors on a full-time basis to respond to calls involving residents in crisis and suffering mental health issues. Counselors, under the direction of the City Manager’s Office, will work with City departments and the Montgomery County Health and Human Services crisis teams to respond to active cases and to provide follow-up for identified residents. The goal of the pilot program is to address pressing mental health and related needs in the community and to move toward a non-policing approach to mental health crisis intervention. While this program has encountered numerous delays, it is anticipated it will commence in the fourth quarter of Fiscal Year 24.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$275,000	\$50,000	\$225,000	\$300,000

14) Recreation Scholarships and Academic Tutoring: \$300,000

This successful program provides recreation scholarships for income eligible participants. It has provided the opportunity for many residents, who are otherwise unable to pay for services and programs, to participate in the wide array of City programs offered. While all program funds will be expended by the close of FY24, these scholarships will continue to be offered through FY25, realized as a reduction in recreation program revenues.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$150,000	\$150,000	\$0	\$0

15) Community Engagement: \$42,800

Under this allocation, in FY22, \$18,000 of ARPA funds were expended for the engagement of Resource X (consultants) to create an ARPA project database which assisted the City with determining project priorities and developing the original 5-year spending plan. An additional \$9,800 has been spent on “Balancing Act” a community engagement budgeting tool. The ongoing subscription costs for Balancing Act make up the total Fiscal Year 2025 budget allocation.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$5,000	\$5,000	\$0	\$5,000

16) Municipal Broadband: \$28,000

Allocations for this project are intended to help bridge the digital divide, encourage workforce development, and support remote work and education. The initial concept was to support monthly subsidies for broadband internet access for residents who are experiencing economic hardship, in particular those families who earn less than \$50,000 per year. This original intent was frustrated with a number of hurdles in working with providers. The City since contracted with a consultant to conduct a digital equity assessment within the City. The study made a number of recommendations for increased outreach to connect residents with the resources already available through county, state, and federal programs. Those outreach efforts will be included as part of the Community Connectors program.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$185,000	\$14,000	\$171,000	\$0

17) Library Expansion: \$4,000,000

Due to inflation and supply chain issues related to the pandemic, the Library’s original bond funding was no longer sufficient to complete the project as designed. ARPA funds allow the City to move forward with the project without further delays or increases to the funding gap. Due to permitting delays through Fiscal Year 2023, the project commenced in FY24 with all funds predicted to be expended between Fiscal Year 2024 and Fiscal Year 2025.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget

\$3,500,000	\$3,500,000	\$0	\$1,000,000
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18) Recreation Center Redevelopment: \$320,000

The Recreation Center building hosts programming for residents as well as City offices. ARPA funds supported capital repairs such as air filtration for the exercise rooms, new roof and replacement of two rooftop HVAC units. Fiscal Year 2024 funds remain available to facilitate the potential redevelopment of the facility.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$160,000	\$160,000	\$0	\$0

19) Community Center Renovation: \$1,000,000

The first-floor lobby area will be reconfigured to improve the emergency call center and support the full-time mental health counselors pilot program commencing in late FY24. Additional office space and meeting rooms will also be created as a result of this renovation. Due to project cost increases from delays with the Library project, the City is presently pursuing other funding opportunities to bridge any funding gaps. Until those gaps are closed and the Library nears completion, this project will remain on standby.

FY24 Adjusted Budget	FY24 Year End Projection	Change (\$)	FY25 Budget
\$1,000,000	\$1,000,000	\$0	\$0

Fiscal Year 2025 Budget Highlights:

As the City spends through the majority of its remaining ARPA funds in FY24, FY25 represents a bridge to a post-ARPA fiscal reality. In FY24 the City utilized approximately \$1.2M in ARPA dollars to support regular general fund capital expenses. With remaining unallocated ARPA dollars dwindling, the City is using a stepped-out approach by budgeting approximately half of its FY24 allocation for similar expenses in FY25. This stepped-out approach provides the City a short runway to continue to transfer these ongoing expenses back into the general fund by FY26.

In addition to the stepped-out approach for capital programs, at lower funding levels the City is also transferring a number of its successful ARPA programs to the general fund in FY25. These include: 1) Recreation Scholarships; 2) Quality of Life Grants; and, 3) Emergency Rental Assistance. Programs such as Food Insecurity Grants to non-profits will continue with ARPA funding through FY25, and similarly seek to find a source of general fund funding for FY26 and beyond.

FY25 will also mark the anticipated conclusion of the Library capital project, along with the commencement of the long delayed Mental Health Counselors Pilot and Community Connectors programs.

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Stormwater Management Fund



IN THIS SECTION

- Fund Summary

Fund Summary

Fund Overview

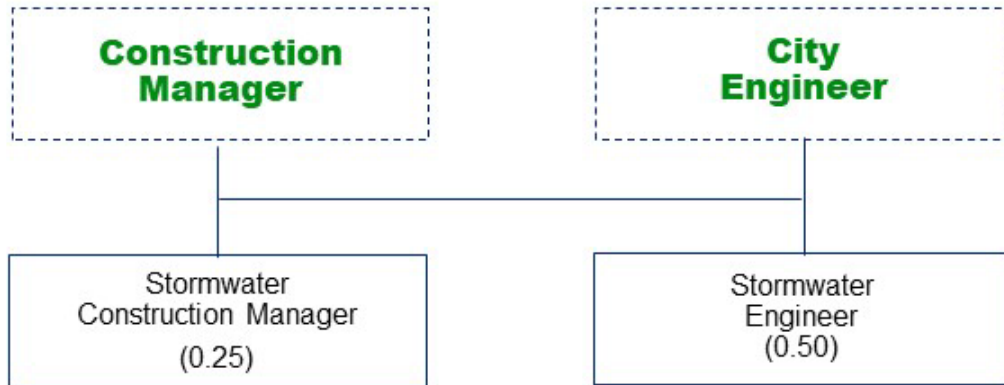
The City is responsible for providing stormwater management services, including construction, maintenance, and repair of storm drain infrastructure including pipes, inlets, outfalls, and other structures. These services, which are directed by the Public Works Department, also include ensuring compliance with state and federal requirements for pollution control associated with stormwater runoff and as detailed in the City's National Pollution Prevention Elimination System (NPDES) permit. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

All City property owners are assessed a stormwater utility fee that is based on the amount of impervious surface on their property. The City Council revised the fee structure in Fiscal Year 2022 and all properties are billed using the same fee structure. The fee is calculated based on a 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 a list of known system defects, and 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 National Pollution Prevention Elimination System (NPDES) permit requirements.
- Identify areas for impervious pavement reduction.

Organizational Chart



Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Stormwater 0030					
City Engineer	66,981.23	0.50	0.50	0.50	-
Field Construction Manager	21,445.48	0.25	0.25	0.25	-
Total Stormwater FTE	88,426.70	0.75	0.75	0.75	-
FTEs with benefits	88,426.70	0.75	0.75	0.75	-
FTEs without benefits	-	-	-	-	-
Total Stormwater FTE	88,426.70	0.75	0.75	0.75	-

Performance/Workload Measures

Measurement	Actual FY22	Actual FY23	Estimated FY24	Projected FY25
Number of stormwater permits issued	5	5	2	4
Number of stormwater concept plans reviewed	7	7	2	4
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	8,109	10,000	9,500	8,500
Linear feet of pipe cleaned	4,126	4,000	6,170	4,500
Linear feet of pipe replaced	0	80	0	200
Linear feet of new pipe	880	1,373	417	300
Number of inlets repaired	12	7	15	5
Number of new inlets constructed	7	16	5	5
Square feet of infiltration facilities constructed	2,500	676	1,689	500

Sources of Revenue and Expenditure Tables

<i>Fund Revenues (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Stormwater Management</i>	778,265	778,000	774,900	775,000	100	0.01%
<i>Fund Total</i>	778,265	778,000	774,900	775,000	100	0.01%

<i>Fund Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Stormwater Management</i>	1,014,063	1,102,781	1,097,084	779,040	(318,044)	(28.99%)
<i>Fund Total</i>	1,014,063	1,102,781	1,097,084	779,040	(318,044)	(28.99%)

<i>Fund Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	75,134	84,279	84,582	88,427	3,844	4.55%
<i>Fringe Benefits</i>	30,040	34,202	34,202	36,114	1,912	5.59%
<i>Workers Compensation</i>	1,200	2,000	2,000	2,000	-	0.00%
<i>Personnel Subtotal</i>	106,375	120,481	120,784	126,540	5,756	4.77%
<i>Supplies</i>	2,874	3,000	1,000	1,000	-	0.00%
<i>Repairs and Maintenance</i>	141,742	254,000	250,000	200,000	(50,000)	(20.00%)
<i>Services and Charges</i>	172,233	292,300	292,300	221,500	(70,800)	(24.22%)
<i>Capital Outlay</i>	590,840	433,000	433,000	230,000	(203,000)	(46.88%)
<i>Operating Exp Subtotal</i>	907,689	982,300	976,300	652,500	(323,800)	(33.17%)
<i>Fund Total</i>	1,014,063	1,102,781	1,097,084	779,040	(318,044)	(28.99%)

Adjusted 2024 to Projected Fiscal Year 2024:

- Fund expenditures are projected to be \$1,097,084, or \$5,697 less than the adjusted budget.
- Personnel costs are expected to be \$120,784, or \$303 above the adjusted budget.
- Operating expenditures are projected to be \$976,300, or \$6,000 less than the adjusted budget.

Fiscal Year 2025 Budget Highlights:

- Fund expenditures are \$779,040, a decrease of \$318,044, or 29 percent, lower than the projected amount for Fiscal Year 2024. The Fiscal Year 2024 adjusted budget included a higher-than-normal budget for capital projects and other programs originally included in Fiscal Year 2023 but not completed. Funding for incomplete projects was reallocated to the Fiscal Year 2024 budget.
- Personnel costs are \$126,540, an increase of \$5,756, or 5 percent, compared to the projected Fiscal Year 2024 amount. Personnel costs represent 16% of the program budget.
- Operating costs are \$652,500, a decrease of \$323,800 compared to the projected budget amount for Fiscal Year 2024.
- Repairs and maintenance expenditures are \$200,000, a decrease of \$50,000 compared to the projected Fiscal Year 2024 amount. Projects included for Fiscal Year 2025 include repairs or improvements to stormwater systems on Birch, Cedar and Barclay Avenues, Poplar and Gude Avenue and the second phase of the project on Poplar Avenue to elevate the sidewalk and driveway aprons and enlarge several inlet openings.
- Services and charges expenditures are \$221,500 and include:
 - Engineering Services of \$70,000 for survey, project design and construction monitoring, and outside consulting support
 - Subcontract Work of \$150,000 for contractual maintenance of 44 bio-retention facilities six times per year, video inspection and cleaning of 1/5 of the stormwater system, water quality testing, and outfall inspection; and
 - Software use of \$1,500.

Other Funds

- Projects included in the Capital Budget total \$230,000 and consist of the installation of treatment facilities at Albany Avenue and Baltimore Avenue triangle, a project on Garland Avenue at Davis to redirect stormwater flow away from private property and a project in Sligo Mill/ Poplar Mill to reduce erosion and stabilize the steam bank on a portion of the Takoma Branch.

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Special Revenue Funds



IN THIS SECTION

- Project Descriptions

Project Descriptions

Communications

Cable Equipment Grants

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

Cable Grant Communications - \$ 98,266

The Fiscal Year 2025 budget includes \$98,2266 in cable communications, including website hosting and upgrades, cloud storage, software applications, a newsletter editor, production and printing costs, association fees, conferences and training, plus cell and telephones.

Cable Grant CIP - \$ 350,476

Projects include new non-linear editing systems (\$45,000) and several related to the auditorium and the new control room (including relocation), which include labor, design, cabling, furniture, lighting fixtures, and hardware.

Library

Library and Community Center Redevelopment - \$ 2.7M

The Fiscal Year 2025 budget includes \$2.5 million from Cable Grants, \$125,000 from the Library State Grant, and \$75,000 from the Digital Inclusion grant for the Library and Community Center Redevelopment project. The project is scheduled to be completed in Fiscal Year 2025.

Housing and Community Development**Tenant Opportunity to Purchase Fund - \$500,000**

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Housing and Community Development (DHCD) National Capital Strategic Economic Development Fund to provide technical assistance, acquisition financing, and predevelopment expenses for tenant associations seeking to acquire their property through the City's Tenant Opportunity to Purchase Law. The grant was originally awarded during Fiscal Year 2024 and will be completed by the end of Fiscal Year 2025.

Richardson School of Music Redevelopment Project - \$175,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Housing and Community Development (DHCD) National Capital Strategic Economic Development Fund to support a local business, Richardson School of Music, with the acquisition and renovation of 7312 Carroll Avenue in the Takoma Park Historic District. The funds will assist in the reactivation of the currently vacant commercial property. The grant period will begin in Fiscal Year 2025 and be completed by the end of Fiscal Year 2026.

Multifamily Building Improvement Fund - \$250,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Housing and Community Development (DHCD) National Capital Strategic Economic Development Fund to support the City of Takoma Park's Multifamily Building Improvement Grant (MFBIG). The MFBIG provides funding for multifamily properties to make needed infrastructure improvements to invest in the long-term health and environmental sustainability of the property. The grant period will begin in Fiscal Year 2025 and be completed by the end of Fiscal Year 2026.

New Ave Bikeway Section A - \$270,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation (MDOT) Maryland Kim Lamphier Bikeways Network Program to complete 100% final design plan documents for Section A of the New Ave Bikeway project. The New Ave Bikeway project envisions a bi-directional bikeway on the southbound lane of New Hampshire Avenue; Section A of the project encompasses the portion of New Hampshire Avenue from Auburn Avenue to Holton Lane. The grant was originally awarded in Fiscal Year 2021 for a total of \$475,000 and will be completed by the end of Fiscal Year 2025.

New Ave Bikeway Section B - \$80,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation (MDOT) Maryland Kim Lamphier Bikeways Network Program to complete 100% final design plan documents for Section B of the New Ave Bikeway project. The New Ave Bikeway project envisions a bi-directional bikeway on the southbound lane of New Hampshire Avenue; Section B of the project encompasses the portion of New Hampshire Avenue from Auburn Avenue to Poplar Avenue. The grant was originally awarded in Fiscal Year 2022 for a total of \$254,000 and will be completed by the end of Fiscal Year 2025.

Met Branch Trail - \$425,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation (MDOT) Maryland Kim Lamphier Bikeways Network Program to complete 100% final design plan documents for the Metropolitan Branch Trail Upgrade project. The Met Branch Trail project will complete the City of Takoma Park portion of the 8.5-mile pedestrian and bicycle path from Union Station in the District of Columbia to the Silver Spring transit hub. The grant was originally awarded in Fiscal Year 2024 for a total of \$465,000 and will be completed by the end of Fiscal Year 2027.

CDBG Neighborhood Improvement - \$91,000

The Fiscal Year 2025 budget includes an annual allocation of Community Development Block Grant (CDBG) funds from Montgomery County Department of Housing and Community Affairs (DHCA). In accordance with federal CDBG requirements, these funds are used for capital infrastructure improvements in low-income communities. Fiscal Year 2025 funds are slated to be used for the completion of the Houston Court biofiltration project.

Maple Avenue Connectivity Project - \$240,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation (MDOT) Maryland Kim Lamphier Bikeways Network Program to complete 100% final design plan documents for the Maple Avenue Connectivity project. The Maple Avenue Connectivity project envisions a corridor where walking to school, biking to Sligo Creek, or catching the bus feels easy, comfortable, convenient and safe. As one of the most diverse and central corridors in the City, this project aims to strengthen transportation connections on Maple Avenue, especially for pedestrians, bike riders, and

transit users. The grant was originally awarded in Fiscal Year 2023 for a total of \$304,000 and will be completed by the end of Fiscal Year 2025.

Program Open Space - \$60,000

The Fiscal Year 2025 budget includes an annual allocation of Program Open Space funds from the Maryland Department of Natural Resources (DNR). Program Open Space provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas.

Safe Routes to School Takoma Park Improvement Project - \$35,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation State Highway Administration (MDOT SHA) for the funding of bicycle and pedestrian safety programs under the City's Safe Routes to School program. The mission of the Takoma Park 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. Activities include Walk to School Day and Bike to School Day, and in-school pedestrian and bike safety education. The grant was originally awarded in Fiscal Year 2020 for a total of \$86,494 and will be completed by the end of Fiscal Year 2025.

Safe Routes to School Enhanced Biking - \$50,000

The Fiscal Year 2025 budget includes funding for a multi-year grant from the Maryland Department of Transportation State Highway Administration (MDOT SHA) for the funding of bike rodeo sets at five local schools and the feasibility study of a traffic garden installation under the City's Safe Routes to School program. The mission of the Takoma Park 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. Activities include Walk to School Day and Bike to School Day, and in-school pedestrian and bike safety education. The grant was originally awarded in Fiscal Year 2022 for a total of \$50,000 and will be completed by the end of Fiscal Year 2025.

Public Works

Stuart Armstrong Pollinator Arboretum - \$9,614

The City received two grants for improvements to the Stuart Armstrong Garden located at the corner of Philadelphia Avenue and Holly Avenue. Pepco/Sustainable Maryland Program provided a \$10,000 award and the Maryland Department of Transportation provided a \$5,000 award. The awards were received in Fiscal Year 2024. The Fiscal Year 2024 projected expenditure was \$6,230. The Fiscal Year 2025 expected expenditure is \$9,614. The goal of this project is to remove invasive plants from the wooded park and plant native trees and shrubs, as well as a wood chip walking path through the garden.

Sources of Revenue and Expenditure Tables

Fund Revenues (\$)	Actual	Adjusted	Projected	Adopted	Change (\$)	Change (%)
	FY23	FY24	FY24	FY25	Proj FY24- FY25	Proj FY24- FY25
Affordable Homeownership Grant	200,000	300,000	300,000	-	(300,000)	(100.00%)
Cable Equipment	165,992	153,000	153,000	142,300	(10,700)	(6.99%)
CDBG Neighborhood Improvement	-	364,000	364,000	91,000	(273,000)	(75.00%)
Communities For Immunity Award	8,538	-	-	-	-	-
COVID Library Relief Fund	20,000	500	-	-	-	-
FY20 Census Grant	-	-	750	750	-	0.00%
Highway Safety Grant	488	-	-	-	-	-
Kim Lamp-Maple Ave	6,198	200,000	80,000	240,000	160,000	200.00%
Leeland Housing Preservation	600,000	-	-	-	-	-
Library-Digital Inclusion Grant-CIP	-	-	-	75,000	75,000	-
MD State Arts Grant B	-	17,044	21,077	-	(21,077)	(100.00%)
Metro Branch Trail	-	40,000	40,000	425,000	385,000	962.50%
Multifamily Building Improvement Grant	-	-	-	250,000	250,000	-
New Ave Bikeway-Section A	53,515	290,000	20,000	270,000	250,000	1250.00%
New Ave Bikeway-Section B	82,041	89,725	12,000	80,000	68,000	566.67%
TKPK 5k Race	-	3,305	3,305	-	(3,305)	-
New Ave Bikeway-Section D	-	40,000	-	-	-	-
New Hampshire Ave 6530/6600 Grant	1,000,000	-	-	-	-	-
PEPCO Grant	3,770	19,500	6,230	-	(6,230)	(100.00%)
Pepco-Stuart Armstrong Garden	-	-	15,000	-	(15,000)	(100.00%)
Program Open Space Projects	-	-	-	60,000	60,000	-
Recreation Center Design Grant	-	145,000	145,000	-	(145,000)	(100.00%)
Richardson School of Music Rehab Project	-	-	-	175,000	175,000	-
Safe Rtes to School- Enhance Bike	-	48,960	10,000	50,000	40,000	400.00%
SRTS TPIP 2020	-	35,000	10,000	35,000	25,000	250.00%
SRTS/Lincoln Avenue -PW	16,505	-	-	-	-	-
State Grant- Library Construction	-	-	-	125,000	125,000	-
State Police Grant-License Plate	43,025	-	-	-	-	-
State TOPL Grant	-	500,000	-	-	-	-
Takoma Park Foundation Grant	-	-	1,645	1,645	-	0.00%
Tenant Opportunity to Purchase Support Fund	-	500,000	-	500,000	500,000	-
TP Coop Nursery School	99,607	-	-	-	-	-
Washington McLaughlin School Grant	3,395	171,605	171,605	-	(171,605)	(100.00%)
Fund Total (\$)	2,303,074	2,917,639	1,353,612	2,520,695	1,167,083	86.22%

Fund Expenditures (\$)	Actual FY23	Adjusted FY24	Projected FY24	Adopted FY25	Change (\$) Proj FY24- FY25	Change (%) Proj FY24- FY25
Affordable Homeownership HCD	200,000	300,000	300,000	-	(300,000)	(100.00%)
Bank Charges Gen Govt	70	100	-	100	100	-
Tenant Opportunity to Purchase Support Fund	-	500,000	-	500,000	500,000	-
Cable Grant-CIP Communication	129,158	350,000	310,000	350,476	40,476	13.06%
Cable Grant-Contracts-Communication	82,034	154,465	126,465	98,266	(28,199)	(22.30%)
Cable Grant-Library Const CIP	-	-	-	2,500,000	2,500,000	-
CDBG Neighborhood Improvement CIP HCD	-	364,000	364,000	91,000	(273,000)	(75.00%)
Communities For Immunity Award-Library	8,538	-	-	-	-	-
COVID Library Relief Fund Library	20,000	500	-	-	-	-
Kim Lamp-Maple Ave-CIP HCD	6,198	200,000	80,000	240,000	160,000	200.00%
Leeland Housing Preservation HCD	600,000	-	-	-	-	-
Maryland Citizens for the Arts-HCD	-	3,673	-	-	-	-
MD State Arts Grant B	-	17,044	21,077	-	(21,077)	(100.00%)
Washington McLaughlin School HCD	3,395	171,605	171,605	-	(171,605)	-
Multifamily Building Improvement Grant	-	-	-	250,000	250,000	-
Metropolitan Branch Trail-CIP HCD	-	40,000	40,000	425,000	385,000	-
Highway Safety Grant	488	-	-	-	-	-
New Ave Bikeway-A CIP HCD	53,515	290,000	20,000	270,000	250,000	1250.00%
New Ave Bikeway-B CIP HCD	82,041	89,725	12,000	80,000	68,000	566.67%
New Ave Bikeway-D CIP HCD	-	40,000	-	-	-	-
New Hampshire 6530/6600 Grant HCD	1,000,000	-	-	-	-	-
PEPCO Grant PW	3,770	4,500	6,230	-	(6,230)	(100.00%)
Pepco-Stuart Armstrong Garden	-	15,000	5,386	9,614	4,228	78.50%
Program Open Space-CIP HCD	-	-	-	60,000	60,000	-
Recreation Center Design Grant CIP	-	145,000	145,000	-	(145,000)	(100.00%)
Richardson School of Music Rehab Project	-	-	-	175,000	175,000	-
Safe Rtes To School- Enhance Bike	-	48,960	10,000	50,000	40,000	400.00%
SRTS TPIP 2020	-	35,000	10,000	35,000	25,000	250.00%
Library-Digital Inclusion Grant-CIP	-	-	-	75,000	75,000	-
SRTS/Lincoln Ave Project-CIP PW	16,505	-	-	-	-	-
State Grant-Library Const CIP	-	-	-	125,000	125,000	-
State Police Grant -License Plate CIP	43,025	-	-	-	-	-
State TOPL Grant HCD	-	500,000	-	-	-	-
TKPK 5K Race-HCD	-	3,305	3,305	-	(3,305)	(100.00%)
TP Coop Nursery School HCD	99,607	-	-	-	-	-
Fund Total (\$)	2,348,344	3,272,877	1,625,068	5,334,456	3,709,388	228.26%

Speed and Red-Light Camera Fund



IN THIS SECTION

- [Fund Summary](#)

Fund Summary

Fund Overview

The Speed Camera and Red-Light Camera Fund, formerly “Speed Camera Fund”, was established in Fiscal Year 2009 to account for financial transactions related to the City’s Safe Speed program. The goal of the program is to improve traffic safety and prevent accidents and reduce injuries and fatalities. The City’s Speed Camera Program went into effect on April 1, 2009 and, after many delays due to issues beyond our control, the Red-Light Camera program is expected to go into effect in Fiscal Year 2025.

Personnel Schedule

Personnel Staffing	FY25 Salaries (\$)	Actual FY23	Adjusted FY24	Adopted FY25	Change Adj. FY24-FY25
Speed & Red-light Camera 0060					
Police Sergeant	110,211.24	1.00	1.00	1.00	-
Police Corporal	91,645.18	1.00	1.00	1.00	-
Photo Enforcement Analyst - Police	66,660.24	1.00	1.00	1.00	-
Traffic Planner - Housing & Comm Development	85,781.91	-	-	1.00	1.00
Total Speed & Red-light Camera FTE	354,298.57	3.00	3.00	4.00	1.00
FTEs with benefits	354,298.57	3.00	3.00	4.00	1.00
FTEs without benefits	-	-	-	-	-
Total Speed & Red-light Camera FTE	354,298.57	3.00	3.00	4.00	1.00

Sources of Revenue and Expenditure Tables

<i>Fund Revenues (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Speed and Red-Light Camera Fund</i>	702,342	2,231,600	762,000	1,932,000	1,170,000	153.54%
<i>Fund Total</i>	702,342	2,231,600	762,000	1,932,000	1,170,000	153.54%

<i>Fund Expenditures (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Speed and Red-Light Camera Fund</i>	1,229,981	1,725,682	1,552,042	1,890,441	338,400	21.80%
<i>Fund Total</i>	1,229,981	1,725,682	1,552,042	1,890,441	338,400	21.80%

Other Funds

<i>Fund Expenditures by TYPE (\$)</i>	<i>Actual FY23</i>	<i>Adjusted FY24</i>	<i>Projected FY24</i>	<i>Adopted FY25</i>	<i>Change (\$) Proj FY24- FY25</i>	<i>Change (%) Proj FY24- FY25</i>
<i>Wages</i>	163,670	236,018	256,843	354,299	97,455	37.94%
<i>Fringe Benefits</i>	121,203	139,936	139,936	203,705	63,769	45.57%
<i>Workers Compensation</i>	11,000	22,000	22,000	22,000	-	0.00%
<i>Overtime</i>	56,864	43,150	62,970	63,600	630	1.00%
<i>Clothing Allowance</i>	2,479	3,980	3,980	3,980	-	0.00%
<i>Personnel Subtotal</i>	355,216	445,084	485,729	647,583	161,854	33.32%
<i>Supplies</i>	2,184	500	500	500	-	0.00%
<i>Services and Charges</i>	462,017	1,004,510	807,310	912,858	105,548	13.07%
<i>Communications</i>	48,001	69,417	69,417	-	(69,417)	(100.00%)
<i>Conferences, Training, & Dues</i>	37,829	54,086	54,086	-	(54,086)	(100.00%)
<i>Ammo & Firearms</i>	14,587	35,700	37,500	-	(37,500)	(100.00%)
<i>Recruit / Applicant Processing</i>	10,435	38,885	20,000	-	(20,000)	(100.00%)
<i>Safety Projects</i>	-	9,000	9,000	9,000	-	0.00%
<i>Capital Outlay</i>	299,714	68,500	68,500	320,500	252,000	367.88%
<i>Operating Exp Subtotal</i>	874,765	1,280,598	1,066,313	1,242,858	176,545	16.56%
<i>Fund Total</i>	1,229,981	1,725,682	1,552,042	1,890,441	338,400	21.80%

Adjusted 2024 to Projected Fiscal Year 2024:

- Fund expenditures are expected to be \$173,640, or 11 percent less than budget due to a reduction in the estimated costs for the red-light camera service contract because of a delay in implementing the program.
- Fund revenues are expected to be \$1,469,600 or 66 percent less than budget due to a delay in implementing the red-light camera program.

Fiscal Year 2025 Budget Highlights:

- Fund expenditures are \$338,400, or 22 percent, higher than the projected amount for Fiscal Year 2024 budget due to the implementation of the red-light camera program and associated contracts/service charges and the addition of a transit planner funded by the red-light camera program.
- Personnel costs are 34 percent of fund expenditures and increase by \$161,854, or 33 percent, compared to the projected amount for Fiscal Year 2024.
- FTEs increase by 1. The new position, transit planner, will be funded by the red-light camera fund.
- Services and charges are 48 percent of fund expenditures. This category includes the cost of the City's contract with Conduent Solutions, Inc. for the maintenance of the speed cameras and for ticket processing (\$645,658), as well as the new contract with Conduent for the red-light cameras (\$266,700), along with associated bank charges (\$500).
- Capital Outlay expenditures are \$320,500, an increase of \$252,000, or 368 percent compared to the projected amount for Fiscal Year 2024. This category includes field/radio equipment (\$37,500), mobile computers (\$27,000), Bike patrol unit/maintenance (\$6,000), HCD proposed traffic study (\$50,000), City sidewalk transfer from the general fund (\$100,000) and a traffic calming/pedestrian safety project (\$100,000).
- Fund revenues increase by \$1,170,000, or 32 percent, compared to the projected Fiscal Year 2024 amount due to the expected commencement of red-light camera program in Fiscal Year 2025.

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Appendix A

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.

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 measurable, 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

Appendix B

Ordinances

Introduced by: Councilmember Small

First Reading: May 8, 2024
Second Reading: May 15, 2024

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2024-7**

**AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2025, BEGINNING
JULY 1, 2024 AND ENDING JUNE 30, 2025**

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 2025 will exceed the constant yield tax rate of \$0.5318; and

WHEREAS, budget public hearings were held on April 10, 2024 and April 24, 2024.

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, 2024 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	\$0.5522 per \$100 of assessed valuation
Commercial	\$0.5522 per \$100 of assessed valuation
Residential	\$0.5522 per \$100 of assessed valuation
Vacant	\$0.5522 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, 2024.

Adopted this 15th day of May, 2024, by roll-call vote as follows:

AYES: Searcy, Fulcher, Dyballa, Gibson, Seamens, Honzak, Small
NAYS: None
ABSTAIN: None
ABSENT: None

Introduced by: Councilmember Small

First Reading: May 8, 2024

Second Reading: May 15, 2024

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2024-08**

**AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2025, BEGINNING JULY 1, 2024
AND ENDING JUNE 30, 2025**

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 2025, a Stormwater Management fee shall be imposed on real property based on the revised the fee structure established in Fiscal Year 2022. 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, calculated to be 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.

SECTION 3. The budget attached hereto and by reference made a part hereof is hereby adopted for the Fiscal Year beginning July 1, 2024 and ending June 30, 2025.

Said budget provides for an appropriation in the amount of \$779,040 for stormwater management activities.

SECTION 4. 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 5. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 6. This Ordinance shall be effective July 1, 2024.

Adopted by roll-call vote this 15th day of May, 2024 as follows:

AYES:	Searcy, Fulcher, Dyballa, Gibson, Seamens, Honzak, Small
NAYS:	None
ABSENT:	None
ABSTAIN:	None

Introduced by: Councilmember Small

First Reading: May 8, 2024
Second Reading: May 15, 2024

**CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2024-09**

**AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2025,
BEGINNING JULY 1, 2024 AND ENDING JUNE 30, 2025**

- 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 2025 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 10, 2024; 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 24, 2024 and provided additional opportunities for public comment at each of its budget and reconciliation meetings; and
- WHEREAS,** a five-year ARPA spending plan in the amount of \$17.5 million was adopted by the City Council in January 2022 and was amended as part of the FY24 adopted budget; and
- WHEREAS,** in accordance to the Treasury Final Rule, the entire award of the ARPA funding must be obligated by December 31, 2024 and expended by December 31, 2026. In the FY 2025 Budget, the total appropriation from the ARPA Fund is \$3.6 million, including unallocated funding of \$1.2 million; and
- WHEREAS,** after considering the recommended annual budget submitted by the City Manager on April 3 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 2025; and
- WHEREAS,** the Council and City Manager will 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,** 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 totaling \$30.6 million, which would be equivalent to \$5.2 million; and
- WHEREAS,** In the FY 2025 budget, the General Fund unassigned reserve is projected to be \$5.2 million, which is in compliance with the City's Reserve policy. Additionally, the City maintains other reserves totaling \$7.4 million; 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.

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

SECTION 1. The budget attached hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2024 and ending June 30, 2025.

SECTION 2. The following amounts are hereby appropriated by fund:

Fund	Fiscal Year 2025 Appropriation
General Fund	\$ 32,069,917
Special Revenue Fund	5,334,456
Speed & Red-Light Camera Fund	1,890,442
ARPA Fund	3,602,033
GRAND TOTAL	\$ 42,896,848

SECTION 3. Use of the following fund balance amount is hereby authorized to supplement other fund revenues and financing sources:

Fund	Fiscal Year 2025 Appropriation
General Fund	\$1,453,660
Special Revenue Fund	\$2,813,761

SECTION 4. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$153,081 has been included in the Inter-Departmental budget unit of the General Fund.

SECTION 5. A five-year Capital Improvement Program for Fiscal Year 2025 through Fiscal Year 2029 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 6. An amended five-year ARPA spending plan 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 \$900,000 from the General Fund Unassigned Reserve to the Equipment Replacement Reserve.

SECTION 8. The City Council hereby authorizes the transfer of \$18,616 from the General Fund Unassigned Reserve to the Emergency Reserve.

SECTION 9. The City Council hereby authorizes the transfer of \$100,000 from the General Fund Unassigned Reserve to the Housing Reserve.

SECTION 10. 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 2025 by Ordinance No. 2024-08.

SECTION 11. The City Council will review budget revenues, expenditures and economic projections throughout the fiscal year.

SECTION 12. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 13. This Ordinance shall be effective July 1, 2024.

Adopted this 15th day of May, 2024 by roll-call vote as follows:

AYES:	Searcy, Fulcher, Dyballa, Gibson, Seamens, Honzak, Small
NAYS:	None
ABSTAIN:	None
ABSENT:	None

Appendix C

Financial Forecast Report



City of Takoma Park, MD

**General Government Financial
Sustainability Study and
Financial Forecast**

FINAL REPORT

August 17, 2023





August 17, 2023

Mr. David Eubanks
Acting Deputy City Manager
City of Takoma Park
7500 Maple Avenue
Takoma Park, MD 20912

Subject: Financial Sustainability Modeling Study – Final Draft Report

Dear Mr. Eubanks,

Raftelis Financial Consultants, Inc. (Raftelis) is pleased to provide this General Government Financial Sustainability Study (Study) Final Report, and the accompanying Financial Forecast in the Appendix of this Report, for the City of Takoma Park, MD (City). The report and the accompanying Financial Forecast describe our analyses and discusses the key findings and recommendations that support the City's core values and objectives.

It has been a pleasure working with you and Susan Cheung on this Study, and we thank you, City staff and the City Council for the support provided during this study.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Burton', written over a light blue horizontal line.

Michael Burton
Executive Vice President
(904) 923-1466
mburton@raftelis.com

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1. Introduction

Raftelis Financial Consultants, Inc (Raftelis) was engaged by the City of Takoma Park, MD (City) to perform a General Government Financial Sustainability Study (Study) for a ten-year projection period beginning in fiscal year (FY) 2023-24 (FY24). This report provides a summary of the results and findings of the Study and provides a recommended financial forecast to support the City’s long-term financial sustainability.

This Report and the accompanying Forecast are based upon data and information provided to us by the City. Our analysis included such procedures as we considered necessary to evaluate the assumptions and data provided by the City. Based upon our examination, nothing came to our attention to indicate that the underlying assumptions used and data provided are anything other than reasonable. However, there will usually be differences between a projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. Therefore, we recommend that this analysis be updated at a minimum of every three (3) years. However, because the analysis presented in this report indicates that to avoid borrowing the City’s operations and maintenance (O&M) budget will need to be reduced by 2.6% from the projected budget at 94% execution in FY27, we recommend that this analysis be updated in FY26 to determine in such a reduction will still be warranted at that time. We have no responsibility to update this Report or the accompanying Forecast for events and circumstances occurring after the date of this report.

2. Study Objectives

The primary objective of the Study was to prepare a financial projection for the City to evaluate the long-term financial sustainability of the City’s projected financial operations. The work plan included the following major components:

- Create a ten-year financial plan to ensure long-term financial sustainability and compliance with internal financial policies for the General Fund;
- Define a base scenario of the “Status Quo” for the General Fund (no change from the FY2022-2023 property tax rate of 0.5397), which will provide a clear diagnostic picture of the financial health of the General Fund over a ten-year planning period under baseline assumptions;
- Evaluate alternative scenarios to measure the sensitivity of the City’s financial projections to key assumptions including growth in developed property and property values, cost escalation rates, and any other variables prioritized by City staff; and
- Develop a financial sustainability model (Model) constructed specifically to the City’s financial operation and using the Model to analyze scenarios and produce visual outputs for City staff’s use in supporting budget discussions with City Council.

3. Financial Plan – General Fund

The first step in the Study was to gather financial data for the City’s General Fund which was provided to us by City staff. We then entered the data into our interactive General Fund Financial Sustainability Model (Model). The model consists of a ten-year cash flow projection of all of the revenues, operations expenses and capital expenses of the General Fund over a ten-year projection period.

The next step was the development of a financial plan for the General Fund. This included identifying any potential revenue shortfalls under a “Status Quo” scenario, described in Section 3.2, and then to evaluate several scenarios of property tax rate increases and/or capital costs escalation percentages and operations and maintenance

(O&M) cost reductions to generate sufficient revenues to fund the assumed O&M costs and capital costs (with no borrowing) in each year of the projection period and ensure the Unassigned Fund Balance remains at or above the target balance in each year of the projection period. The final recommended scenario incorporating the adopted FY24 Budget is presented in this report.

3.1. Minimum Unassigned Fund Balance

The City has an adopted policy to maintain the Unassigned Fund Balance at 17% of revenues, (which equates to approximately 2 months of revenues). However, due to budgetary issues, in the past several years the City has maintained a minimum fund balance of approximately \$3.000 million each year. Although it varies from city to city, most cities use 2 months (or about 17%) of O&M expense or revenues as a minimum unassigned reserve fund balance.

Also, the Governmental Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. Therefore, in all of the scenarios presented herein, we have ramped up the minimum Unassigned Fund Balance from \$3.0 million in FY24 to 17% of revenues in FY33 and we recommend that the City adopt such a plan and at such time as the Unassigned Fund Balance reaches 17% of revenue to maintain it at that level going forward.

3.2. Status Quo Scenario

The Status Quo Scenario is the projection of revenues and expenses assuming the following:

1. No changes are made to the FY23 property tax rate of 0.5397 per \$100 of taxable property value throughout the projection period,
2. Operating expenses are escalated from the adopted FY24 budget at inflationary rates, and
3. The City's capital plan is executed at the adopted FY24 budget amount each year of the projection period.

The Status Quo Scenario is effectively a diagnostic evaluation of the financial condition of the General Fund over a ten-year projection period.

The first step in developing a long-term financial plan is to understand what the projection of revenues and expenses would be if no changes are made to the FY23 property tax rate of 0.5397 per \$100 of taxable property value, and if operating expenses are escalated at inflationary rates from the adopted FY24 budget, and the City's capital plan for FY23 – FY33 is executed as budgeted. Therefore, we first developed a Status Quo Scenario based upon the above assumptions. It is effectively a diagnostic evaluation of the financial condition of the General Fund over a ten-year projection period.

This analysis showed that if no action is taken in FY24 to adjust the property tax rate from the FY23 rate of 0.5397 per \$100 of taxable property value, the General Fund will have a negative cash flow resulting in declining unassigned fund balance. In fact, the unassigned fund balance will go below the minimum fund balance target in FY26 and will be depleted completely by FY29. Therefore, it is imperative for the City to take action to ensure that the General Fund will be financially sustainable throughout the ten-year projection period.

3.3. Alternative Scenarios

We then developed a number of alternative scenarios suggested by individual City Council members that would provide sufficient revenue to cover all of the General Fund's expenses in every year of the projection period, and that would maintain the unassigned fund balance at or above the minimum fund balance target.

The scenarios differed in the following variable assumptions:

- Property tax rate,
- Capital projects execution percentage, and
- Timing and amount of required reduction in operations and maintenance expense in order to avoid borrowing to fund capital projects

The alternative scenarios evaluated were based upon combinations of the above referenced variables that were suggested by individual City Council members.

During the development of the alternative scenarios, we discussed with City staff other objectives of the analysis that included the following:

1. There will not be any borrowing to fund capital projects in any year of the projection period.
2. We discussed the fact that typically, only from 70% to 80% of capital budgets are executed by most cities. This can be caused by a number of factors, including permitting delays, procurement delays, weather delays, etc. Therefore, for all scenarios considered, we assumed an 80% execution rate for the CIP over the projection period.
3. We evaluated the City's historical actual versus budgeted expenses and determined that actual expenses in recent years have typically been in the range of 94% of budgeted expenses. Therefore, for all scenarios evaluated, we assumed a 94% execution rate for operating expenses as compared to budgeted operating expenses over the projection period.
4. We reviewed the increase in taxable property value for the past several years and determined that taxable property value should be increased by 4% annually throughout the projection period.

The results of the Status Quo Scenario and the Alternative Scenarios considered were delivered to the City during the project and are not included in this report.

3.4. Recommended Scenario

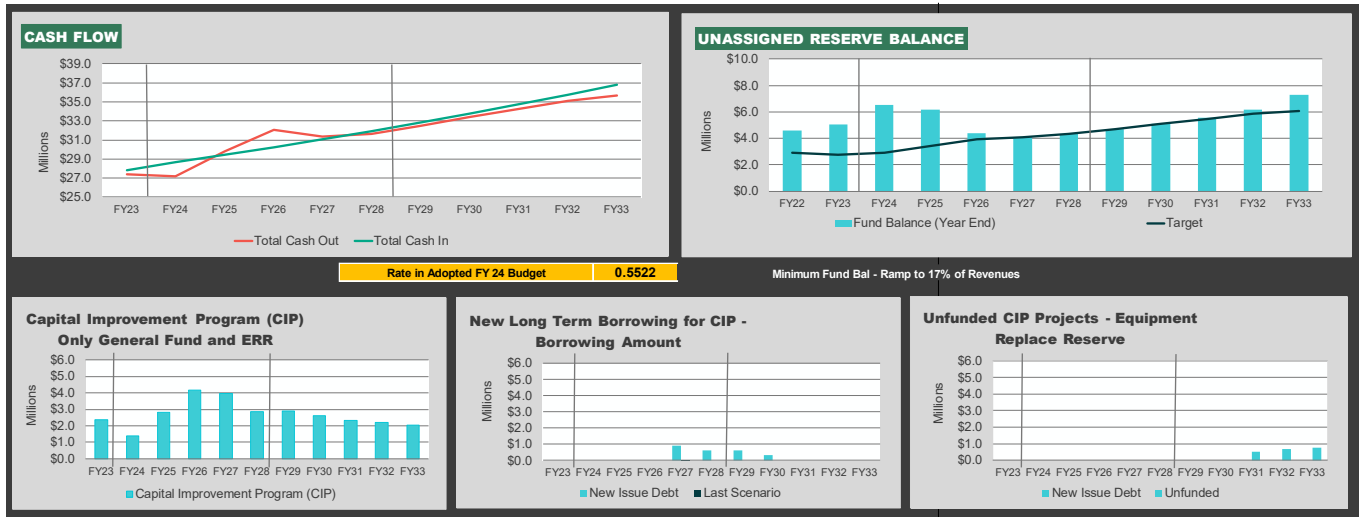
After consideration of the alternative scenarios evaluated, City staff informed us of the specific assumptions to be included in the Recommended Scenario. We developed the Recommended Scenario in two (2) steps. First, we developed an Initial Scenario with the following assumptions:

1. The recommended scenario includes the adopted FY24 budget.
2. The FY24 adopted property tax rate of \$0.5522 per \$100 of taxable property value was assumed in each year of the projection period,
3. O&M costs were assumed to be executed at 94% of budget in all years of the projection period, and
4. The Capital Improvement Program (CIP) is assumed to be escalated by 3% per year in all years of the projection period and executed at 100% in FY24 and 80% in all subsequent years of the projection period.

The graphical results of this Initial Scenario are presented on the following page:

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Initial Scenario (included need for new borrowing in FY 27 – FY30)



The upper left graph shows that after the cash funding of a number of capital projects in FY26, the cash flow is positive for FY27 – FY33 (Cash in is higher than Total Cash Out). This is reflected in the Fund Balance graphs in the upper right by the relatively constant increase in fund balance from FY27 – FY33.

However, as can be seen in the middle bottom graph, borrowing will be required to fund capital projects in FY27 – FY30. Also, the lower right graph shows some unfunded Equipment Replacement Reserve projects in FY31 – FY33. However, the unfunded amounts are relatively small and far in the future. If by FY29 those projects are still projected to not be fundable with the ERR reserve, the City can increase the contribution from the General Fund to the ERR reserve to provide sufficient funding for those projects.

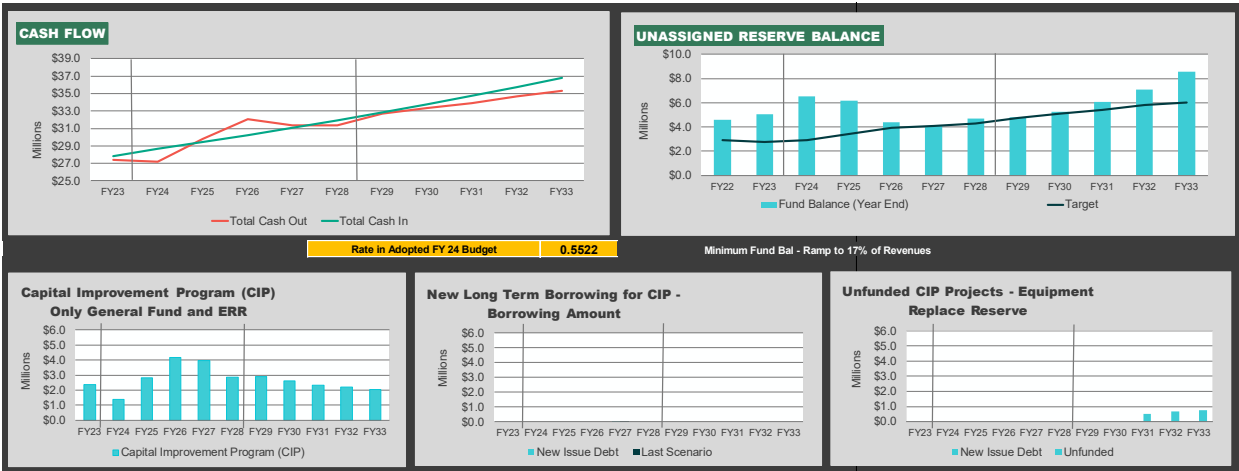
Because the City desired a financial plan that does not require borrowing to fund capital projects, we determined that:

1. If O&M costs can be reduced by 2.60% of the projected budgets at 94% execution in FY27 and FY28 (or a reduction of \$752,000 and \$775,00 respectively), and
2. And if O&M costs can then be reduced by 0.61% of the projected budgets at 94% execution each fiscal year from FY29 through FY33 (or a reduction of \$186,000, \$192,000, \$198,000, \$204,000, and \$204,000 in those years respectively), then
3. The borrowing can be eliminated while preserving Unassigned Fund Balance at or above the minimum target balance throughout the projection period.

Therefore, the results for the Recommended Scenario are presented graphically below, followed by the Global Assumptions for all Scenarios Evaluated, which is followed by specific Assumptions for the Recommended Scenario on the following page.

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Recommended Scenario



Note: This Study was completed during FY23, therefore it started with the audited unassigned fund balance at the end of FY22, which is the beginning unassigned fund balance at the beginning of FY23. Therefore, revenues and expenses during FY23 are included in the analysis, and the FY23 budget for revenues and expenses were assumed for FY23.

Following are Global Assumptions for All Scenarios Evaluated (determined in consultation with City staff):

Global Assumptions for All Scenarios Evaluated:

	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Property Tax Revenues - Growth Rates:										
Growth in Assessed Values	4.10%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Additional Real Property Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Growth in Taxable Property Value	4.10%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Other Revenues - Escalation Rates:										
Growth in Income Tax Revenues	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Growth in Intergovernment in Lieu of Police	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in Intergovernmental -Cable Fees	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%	-7.00%
Growth in in all Other Intergovernmental	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Average Annual Growth in all Intergovernmental	0.34%	0.34%	0.34%	0.34%	0.34%	0.34%	0.34%	0.34%	0.34%	0.34%
Growth in Real Property Taxes	7.13%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Overall Assumed Growth in Other Revenues	-2.57%	2.21%	2.22%	2.22%	2.23%	2.23%	2.23%	2.23%	2.23%	2.24%
Operating Expenses -Escalation Rates:										
Personnel	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
All Other Operating Expenses	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%
Capital Projects - Escalation Rates	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Following are Specific Assumptions for the Recommended Scenario:

Specific Assumptions for the Recommended Scenario

1	The Property Tax Rate per \$100 of Taxable Value	0.5397	0.5522	0.5522	0.5522	0.5522	0.5522	0.5522	0.5522	0.5522	0.5522
2	The City has been maintaining a minimum Unassigned Reserve Fund Balance of \$3.0 million, which is below the Governmental Finance Officers Associations (GFOAs) recommendation and industry practice. Therefore, in order to come into compliance with the GFOA and industry practice, the minimum Unassigned Reserve Fund Balance is ramped up from 10% of Revenues in FY24 to 17% of revenues in FY33.										
3	It is assumed that the execution rate for the CIP will be 100% in FY23 and FY24 and 80% in each subsequent year of the projection period. This is something that is typically realized by most governmental organizations and is typically caused by a number of factors including permitting delays, weather delays, procurement delays, staff shortages, etc.										
4	It was determined that a reduction in FY27 and FY28 of -2.60% from the projected budgets for FY27 and FY28 and a reduction of -0.61% from the projected budgets in each year from FY29 - FY33 will 1) maintain the Unassigned Reserve Fund balance at or above the minimum target level in each year of the projection period, and 2) avoid the need for borrowing to fund the CIP in each year of the projection period. These adjustments will remain throughout the projection period.										
4	Results: The results of this scenario are presented in the graphical output of our Financial Sustainability Model above and the table below presents the key results of this analysis in numerical format.										

A Summary of Results for the Recommended Scenario is presented below, followed by a Pro-forma projection of revenues and expenses for the General Fund for FY24 – FY33 (in millions).

Summary of Results for the Recommended Scenario:

Fiscal Years ---->	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
1 Property Tax Revenue	14.816	\$15.874	\$16.492	\$17.135	\$17.804	\$18.499	\$19.222	\$19.974	\$20.757	\$21.570	\$22.416
2 Annual Percentage Increase	NA	7.14%	3.89%	3.90%	3.90%	3.90%	3.91%	3.91%	3.92%	3.92%	3.92%
3 Intergovernmental Revenue	\$6.480	\$6.480	\$6.484	\$6.491	\$6.502	\$6.516	\$6.532	\$6.551	\$6.572	\$6.596	\$6.622
4 Annual Percentage Increase	NA	0.00%	0.06%	0.11%	0.17%	0.22%	0.25%	0.29%	0.32%	0.37%	0.39%
5 Other Revenue	\$6.508	\$6.342	\$6.482	\$6.625	\$6.771	\$6.922	\$7.077	\$7.235	\$7.397	\$7.563	\$7.733
6 Total Revenue	\$27.804	\$28.696	\$29.458	\$30.251	\$31.077	\$31.937	\$32.831	\$33.760	\$34.726	\$35.729	\$36.771
7 Annual Percentage Increase in Revenue	NA	3.21%	2.66%	2.69%	2.73%	2.77%	2.80%	2.83%	2.86%	2.89%	2.92%
8 Baseline CIP @ 100% Execution	\$2.387	\$1.372	\$3.399	\$4.918	\$4.553	\$3.426	\$3.431	\$3.038	\$2.632	\$2.421	\$2.152
9 Escalated CIP @ 100% Execution	\$2.387	\$1.372	\$3.501	\$5.218	\$4.975	\$3.576	\$3.643	\$3.283	\$2.931	\$2.761	\$2.544
10 Active CIP Execution % in the Model	100%	100%	80%	80%	80%	80%	80%	80%	80%	80%	80%
11 Active CIP in the Model	\$2.387	\$1.372	\$2.801	\$4.174	\$3.980	\$2.861	\$2.914	\$2.626	\$2.345	\$2.209	\$2.035
12 Reduction in Total Escalated CIP (FY24 - FY33)	\$0.000	\$0.000	-\$0.700	-\$1.044	-\$0.995	-\$0.715	-\$0.729	-\$0.657	-\$0.586	-\$0.552	-\$0.509
13 Total Baseline O&M Expenses at 100% execution	\$26.948	\$28.024	\$28.959	\$29.879	\$30.758	\$31.662	\$32.593	\$33.553	\$34.542	\$35.557	\$36.808
14 O&M Expenses at 94% of Budget	\$25.331	\$26.343	\$27.221	\$28.086	\$28.913	\$29.762	\$30.637	\$31.540	\$32.469	\$33.424	\$34.600
15 Percent Reduction in O&M Expense from Budget	0.00%	0.00%	0.00%	0.00%	-2.60%	-2.60%	-0.61%	-0.61%	-0.61%	-0.61%	-0.61%
16 Reduction in O&M Expense from budget in FY27 & FY29 that are maintained into future years	\$0.000	\$0.000	\$0.000	\$0.000	-\$0.752	-\$0.775	-\$0.186	-\$0.192	-\$0.198	-\$0.204	-\$0.211
17 Total O&M Expense	\$25.331	\$26.343	\$27.221	\$28.086	\$28.161	\$28.987	\$30.451	\$31.348	\$32.271	\$33.220	\$34.389
18 Annual Percentage Increase in O&M Expense	NA	4.00%	3.33%	3.18%	0.27%	2.93%	5.05%	2.95%	2.94%	2.94%	3.52%
19 Debt Service	\$0.741	\$0.742	\$0.740	\$0.555	\$0.557	\$0.559	\$0.559	\$0.557	\$0.555	\$0.558	\$0.390
20 Cash Funded Capital	\$1.319	\$0.117	\$1.847	\$3.397	\$2.697	\$1.788	\$1.681	\$1.422	\$1.070	\$0.915	\$0.693
21 Total Expenditures, including Debt Service and Cash Funded Capital	\$27.391	\$27.202	\$29.808	\$32.038	\$31.415	\$31.334	\$32.691	\$33.327	\$33.896	\$34.693	\$35.472
22 Annual Percentage Increase in Overall O&M Expenses	NA	-0.69%	9.58%	7.48%	-1.94%	-0.26%	4.33%	1.95%	1.71%	2.35%	2.25%
23 Total Reduction in O&M and Capital from Annual Budget in Each Fiscal Year of the Projection Period (Row 12 + Row 16)	\$0.000	\$0.000	-\$0.700	-\$1.044	-\$1.747	-\$1.490	-\$0.915	-\$0.849	-\$0.784	-\$0.756	-\$0.720

A Pro-forma Projection of Revenues and Expenses for the General Fund for FY24 – FY33 is presented on the following page:

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Pro-forma Projection of Revenues and Expenses (in millions)

	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast	FY 2029-30 Forecast	FY 2030-31 Forecast	FY 2031-32 Forecast	FY 2032-33 Forecast
1 Revenues:											
2 Operating Revenues											
3 Property Tax Revenues	\$14.816	\$15.874	\$16.492	\$17.135	\$17.804	\$18.499	\$19.222	\$19.974	\$20.757	\$21.570	\$22.416
4 Total Operating Revenues	\$14.816	\$15.874	\$16.492	\$17.135	\$17.804	\$18.499	\$19.222	\$19.974	\$20.757	\$21.570	\$22.416
5 Other Operating Revenues											
6 Intergovernmental Revenue	\$6.480	\$6.480	\$6.484	\$6.491	\$6.502	\$6.516	\$6.532	\$6.551	\$6.572	\$6.596	\$6.622
7 Other Operating Revenues	6.503	6.336	6.476	6.620	6.767	6.918	7.072	7.230	7.391	7.556	7.725
8 Total Other Operating Revenues	\$12.983	\$12.816	\$12.960	\$13.111	\$13.269	\$13.434	\$13.604	\$13.781	\$13.963	\$14.152	\$14.347
9 Plus: Interest Earnings of Average Fund Balance	0.005	0.006	0.006	0.005	0.004	0.004	0.005	0.005	0.006	0.007	0.008
10 Total Revenues	\$27.804	\$28.696	\$29.458	\$30.251	\$31.077	\$31.937	\$32.831	\$33.760	\$34.726	\$35.729	\$36.771
11 Expenditures:											
12 O&M Expenses (Budget)	\$26.948	\$28.024	\$28.959	\$29.879	\$30.758	\$31.662	\$32.593	\$33.553	\$34.542	\$35.557	\$36.808
13 O&M Expenses (at 94% of Budget)	\$25.331	\$26.343	\$27.221	\$28.086	\$28.913	\$29.762	\$30.637	\$31.540	\$32.469	\$33.424	\$34.600
14 Reduction in O&M Expenses per Financial Plan	0.000	0.000	0.000	0.000	-0.752	-0.775	-0.186	-0.192	-0.198	-0.204	-0.211
15 O&M Expenses After Reduction per Financial Plan	\$25.331	\$26.343	\$27.221	\$28.086	\$28.161	\$28.987	\$30.451	\$31.348	\$32.271	\$33.220	\$34.389
16 Plus: Cash Funded Capital	1.319	0.117	1.847	3.397	2.697	1.788	1.681	1.422	1.070	0.915	0.693
17 Plus: Debt Service	0.741	0.742	0.740	0.555	0.557	0.559	0.559	0.557	0.555	0.558	0.390
18 Total Expenditures	\$27.391	\$27.202	\$29.808	\$32.038	\$31.415	\$31.334	\$32.691	\$33.327	\$33.896	\$34.693	\$35.472
19 Net Income	\$0.413	\$1.494	-\$0.350	-\$1.787	-\$0.338	\$0.603	\$0.140	\$0.433	\$0.830	\$1.036	\$1.299
20 Fund Balance (Beginning Year)	\$4.619	\$5.032	\$6.526	\$6.176	\$4.389	\$4.051	\$4.654	\$4.794	\$5.227	\$6.057	\$7.093
21 Plus: Net Income	0.413	1.494	-0.350	-1.787	-0.338	0.603	0.140	0.433	0.830	1.036	1.299
22 Fund Balance (Year End)	\$5.032	\$6.526	\$6.176	\$4.389	\$4.051	\$4.654	\$4.794	\$5.227	\$6.057	\$7.093	\$8.392
23 Minimum Unassigned Fund Balance	\$2.739	\$2.924	\$3.428	\$3.925	\$4.084	\$4.308	\$4.740	\$5.082	\$5.423	\$5.811	\$6.030
24 Excess(Deficit) Unassigned Fund Balance	\$2.293	\$3.602	\$2.748	\$0.464	-\$0.033	\$0.346	\$0.054	\$0.145	\$0.634	\$1.282	\$2.362

4. Conclusion and Recommendations

After reviewing the Status Quo Scenario, all of the alternative scenarios considered and the Recommended Scenario we have drawn the following conclusion and make the following recommendations:

1. Conclusion:

- a. The Status Quo Scenario projections show that the FY23 property tax rate of 0.5397 per \$100 of taxable property value will not generate sufficient revenue to fund all of the General Fund's projected operating expenses and capital projects over the ten-year projection period while maintaining the unassigned fund balance at or above the minimum fund balance target throughout the projection period.

2. Recommendations:

- a. In order for the City's General Fund to be sustainable over the ten-year projection period, we recommend the following:
 - i. Adopt a policy to ramp up the minimum unassigned fund balance from \$3.0 million in FY24 to 17% of revenues in FY33 as discussed in Section 3.1,
 - ii. Continue the FY24 adopted Property Tax Rate of 0.5522 per \$100 of taxable property value for all subsequent years in the projection period,
 - iii. Execute the O&M Budget at 94% of budget for all years in the projection period,
 - iv. Execute the CIP at 100% of the budgeted amount for FY24 and at 80% of the budgeted amounts (as escalated at 3% per year) for all subsequent years in the projection period.

- v. Reduce O&M expense by 2.60% of the projected budgets (at 94% execution) in FY27 and FY28 (or a reduction of \$752,000 and \$775,00 respectively), and then reduce O&M expenses by 0.61% of the projected budgets (at 94% execution) each fiscal year from FY29 through FY33 (or a reduction of \$186,000, \$192,000, \$198,000, \$204,000, and \$204,000 in those years respectively), then
- vi. Review this financial sustainability analysis every three (3) years to make adjustments to the financial plan as events may occur differently from projected. However, because the analysis presented in this report indicates that to avoid borrowing the City's operations and maintenance (O&M) budget will need to be reduced by 2.6% from the projected budget at 94% execution in FY27, we recommend that this analysis be updated in FY26 to determine in such a reduction will still be warranted at that time based upon how actual events occur compared to the projections in this analysis.

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5. APPENDIX – FINANCIAL FORECAST

August 17, 2023

This Forecast is based upon data and information provided to us by the City. Our analysis included such procedures as we considered necessary to evaluate the assumptions and data provided by the City to be used in the presentation of the forecast. Based upon our examination, nothing came to our attention to indicate that the underlying assumptions used and data provided are anything other than reasonable. However, there will usually be differences between a forecast and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this Forecast for events and circumstances occurring after the date of this Forecast.

5.1. Purpose

The Five-Year Financial Forecast (Forecast) for the City of Takoma Park (City) spans from Fiscal Years (FY) 2023-24 to FY 2027-28. The purpose of the Forecast is to help make informed budgetary and operational decisions by anticipating future revenues and expenditures and highlighting anticipated fiscal risks and opportunities. The Forecast surfaces major known fiscal conditions and projected future conditions to support informed long-term planning and decision making regarding operational and capital improvement resources. The Forecast is not only a necessary strategic planning tool for financial sustainability, but also ensures the City's compliance with current best practices across other local governmental entities.

By developing this Forecast and planning to update it every three (3) years, the City is beginning the process to implement sound financial policies to weather any unforeseen economic downturns. The City is required to adopt a balanced budget each fiscal year, and this Forecast should be updated periodically in conjunction with the preparation of the Budget to make adjustments to the financial plan as events may occur differently from projected. For the development of the budget for FY 2023-24, the City developed strategies to address shortfalls projected in the Forecast.

The Forecast is not a budget and does not include any change in current service levels. Instead, it is a planning tool to identify the opportunities and challenges over a longer time frame and take appropriate measures to address those challenges and opportunities, which will include enhanced revenue resulting from continued economic growth and cost control initiatives.

5.2. Methodology and Assumptions

The FY 2023-24 Adopted Budget was used as the basis to forecast revenues and expenditures five-years forward. Revenues were forecasted based upon assumptions for growth in taxable property values as the basis for projected property tax revenues. Other revenues were projected based upon consultation with City staff as to expected growth by category of revenue. Expenses were projected based upon application of cost escalation factors, determined in consultation with City staff, for each category of expense. Capital costs were based upon a schedule of capital projects provided by City staff in current year dollar values and escalated in future years based upon escalation factors determined in consultation with City staff.

It is important to note that the scope of this financial forecast was limited to the General Fund including the Equipment Replacement Reserve and Unassigned Reserve and did not include the following funds:

1. Facility Maintenance Reserve
2. Debt Proceeds on Hand
3. Special Revenue Fund

4. Federal ARPA Fund
5. Speed Camera Fund
6. Special Revenue Fund, or the
7. Stormwater Fund

Note: This Study was completed during FY23, therefore it started with the audited unassigned fund balance at the end of FY22, which is the beginning unassigned fund balance at the beginning of FY23. Therefore, revenues and expenses during FY23 are included in the analysis, and the FY23 budget for revenues and expenses were assumed for FY23.

5.3. Key Findings

Current Property Tax Rate - In our evaluation of the forecast without any adjustments to 1) the FY 2022-23 property tax rate of 0.5397 per \$100 of taxable property value, or 2) FY 2023-24 budgeted operations and maintenance (O&M) costs, or 3) capital costs (the Status Quo Forecast), the forecast showed that the current property tax rate will not generate sufficient revenue to fund all of the General Fund’s operating expenses and capital projects and maintain the Unassigned Fund Balance at or above the minimum fund balance target throughout the forecast period.

Minimum Unassigned Fund Balance - We also observed that the City has an adopted policy to maintain the Unassigned Fund Balance at 17% of revenues, (which equates to approximately 2 months of revenues). However, due to budgetary issues, in the past several years the City has maintained a minimum fund balance of approximately \$3.000 million each year. Although it varies from city to city, most cities use two (2) months (or about 17%) of O&M expense or revenues as a target minimum unassigned reserve fund balance.

Also, the Governmental Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. Therefore, we have ramped up the minimum Unassigned Fund Balance from \$3.0 million in FY24 to 17% of revenues in FY 2032-33 and we recommend that the City adopt such a plan; and at such time as the Unassigned Fund Balance reaches 17% of revenue to maintain it at that level going forward.

No Borrowing for Capital Projects - It was the desire of the City that no borrowing be required during the term of the forecast. Therefore, after evaluating the Status Quo Forecast, we made adjustments to the adopted FY2023-24 budget as follows to achieve financial sustainability throughout the forecast period and to avoid the need to borrow fund for capital projects. Those adjustments were as follows:

1. Continue the FY24 adopted Property Tax Rate of 0.5522 per \$100 of taxable property value for all subsequent years in the projection period,
2. Assumed execution of the capital improvement program (CIP) at 100% of the budgeted amount for FY24 and at 80% of the budgeted amounts (as escalated at 3% per year) for all subsequent years in the projection period,
3. Based all O&M projections on the adopted FY24 Budget,
4. Adjusted the O&M expenses to 94% of the budget amount for each year in the forecast. This was done based upon an analysis of the City’s Actual vs Budgeted expenses for the General Fund for the past several years, during which time the actual expenses was in the range of 94%,
1. Reduced O&M expense of 2.60% of the projected O&M budgets (at 94% execution) in FY27 and FY28 (or a reduction of \$752,000 and \$775,00 respectively), in order to free up cash to fund capital projects that otherwise would require new debt to fund.

The results of the Forecast, Based upon those adjustments are presented in the following sections.

5.3.1. Revenues

The first task in the development of a Financial Forecast is to develop a projection of revenues. The forecast includes the following assumptions:

1. Modest growth in property values of 4.1% in FY 2023-24 and 4.0% each year for the remainder of the forecast period based upon an analysis of recent history.
2. An increase in the Real Property Tax rate per \$100 of taxable property value from 0.5397 in FY 2022-23 to the adopted rate of 0.5522 in FY 2023-24 and that property tax rate is held constant for the remaining years in the forecast period.
3. Personal Property and Rr & Public Utilities tax rates were 1.55 and 1.57 per \$100 of property value in FY 2022- 23 and were held at those levels in FY 2023- 24 and in all remaining years of the forecast period.
4. Property tax revenue is projected by applying the applicable property tax rate per \$100 of taxable property value to the projected taxable property value in each year of the forecast period.
5. The forecast includes growth in other revenues as follows, based upon consultation with City staff:

Other Taxes:	Annual Escalation Rate
Penalties & Interest - Delinquent	2.6%
Admission & Amusement	2.6%
Additions & Abatements ¹	2.6%
Highway	2.6%
Income Tax	2.6%
Other Operating Revenues:	
Licenses and Permits	1.0%
Intergovernmental in Lieu Of Police	0.0%
Intergovernmental -Cable Fees	-7.0%
Other Intergovernmental	2.0%
Fines & Forfeitures	1.0%
Miscellaneous – Other	1.0%

A projection of revenues over the forecast period is presented in Table 1 on the following page, followed by Section 5.3.2, which discusses the projection of expenditures:

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¹ Additions & Abatements are property tax refunds to homeowners and as such have the effect of actually reducing the overall increase in revenue.

Table 1 – General Fund Revenue by Category (in millions)

	Revenue Category	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
1	Property Tax	\$14.816	\$15.874	\$16.492	\$17.135	\$17.804	\$18.499
2	Penalties & Interest - Delinquent	0.045	0.075	0.077	0.079	0.081	0.083
3	Admission & Amusement	0.075	0.095	0.097	0.100	0.103	0.106
4	Additions & Abatements	-0.030	-0.020	-0.021	-0.022	-0.023	-0.024
5	Highway	0.510	0.635	0.652	0.669	0.686	0.704
6	Income Tax	3.900	4.000	4.104	4.211	4.320	4.432
7	Licenses and Permits	0.074	0.066	0.067	0.068	0.069	0.070
8	Intergovernmental in Lieu Of Police	4.021	4.021	4.021	4.021	4.021	4.021
9	Intergovernmental -Cable Fees	0.540	0.502	0.467	0.434	0.404	0.376
10	Other Intergovernmental	1.919	1.957	1.996	2.036	2.077	2.119
11	Fees	1.162	0.935	0.944	0.953	0.963	0.973
12	Fines & Forfeitures	0.164	0.164	0.166	0.168	0.170	0.172
13	Interest Earnings	0.005	0.006	0.006	0.005	0.004	0.004
14	Miscellaneous - Other	0.603	0.386	0.390	0.394	0.398	0.402
15	Total	\$27.804	\$28.696	\$29.458	\$30.251	\$31.077	\$31.937
16	Overall Growth Rate		3.21%	2.66%	2.69%	2.73%	2.77%

5.3.2. Expenditures

When the forecast was computed at 100% of O&M costs and 100% of Capital Costs, the results were that the revenues produced (as documented in the prior section) were not sufficient to cover all of the projected O&M costs, cash funded capital costs and existing debt service, and to maintain the Unassigned Fund Balance at or greater than the minimum fund balance requirement.

Therefore, in order to develop a financial forecast that is sustainable over the forecast period, we determined that

2. Capital projects would need to be funded at an execution rate of 100% in FY2023-24 and at 80% in FY 2024-25 and in each of the remaining years of the forecast period, and
3. Expenses would need to be funded at 94% of budgeted expenses.
4. Because the City desired to have no borrowing in the forecast, it was determined that a reduction of 2.60% of the projected O&M budgets (at 94% execution) in FY27 and FY28 (or a reduction of \$752,000 and \$775,00 respectively), would free up cash to fund capital projects that otherwise would require new debt to fund.

The adjustments to capital costs are consistent with common experience of many cities in terms of the percent of capital projects that are actually funded compared to budget, and based upon our evaluation of the City’s recent historical actual versus budgeted operating expenses we determined that actual operating expenses have historically been in the range of 94% of budgeted operating expenses, which is expected because of vacancies and more efficient execution of tasks associated with the budget. Therefore, we assumed a 94% execution rate for operating expenses as compared to budgeted operating expenses in each year of the forecast period.

After making the above referenced adjustments for execution percentages for Capital and O&M costs, when the forecast was calculated, borrowing was required in FY 2026-27 and FY 2027-28. However, the City desired a

financial plan with no borrowing. So, we determined that a reduction of 2.60% of the projected O&M budgets (at 94% execution) in FY 2026-27 and FY2027-28 (or a reduction of \$752,000 and \$775,00 respectively) would result in a sustainable financial plan throughout the forecast period that will cover all O&M expenses, capital costs without the need to borrow, and will maintain fund balance at or above the minimum fund balance target.

Table 2 below presents the expenditures based upon the adjustments discussed above.

Table 2. Expenditures (in millions)

	Expense Category	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Projection	FY 2025-26 Projection	FY 2026-27 Projection	FY 2027-28 Projection
1	1000 General Government	\$4.255	\$4.500	\$4.650	\$4.805	\$4.950	\$5.098
2	2000 Police	8.795	9.300	9.584	9.876	10.173	10.478
3	3000 Public Works	5.837	5.904	6.103	6.308	6.498	6.693
4	4000 Recreation	2.021	2.117	2.186	2.257	2.325	2.395
5	5000 Community Development	2.061	2.593	2.679	2.769	2.852	2.937
6	6000 Communication / Media	0.800	0.821	0.848	0.876	0.902	0.929
7	7000 Library	1.429	1.491	1.538	1.586	1.633	1.682
8	9000 General Government-Inter-Departmental	1.150	1.360	1.407	1.457	1.500	1.545
9	Transfer to Equipment Replacement Reserve	0.600	0.550	0.600	0.600	0.600	0.600
10	Adjustment to Reconcile to Adopted FY24 Budget	0.000	-0.612	-0.636	-0.655	-0.675	-0.695
11	Total Expenses Before Debt Service & Cash Funded Capital	\$26.948	\$28.024	\$28.959	\$29.879	\$30.758	\$31.662
12	O&M Expenses at 94% Execution	25.331	26.343	27.221	28.086	28.913	29.762
13	Reduction in O&M Expenses per Financial Plan	0.000	0.000	0.000	0.000	-0.752	-0.775
14	O&M Expenses After Reduction per Financial Plan	\$25.331	\$26.343	\$27.221	\$28.086	\$28.161	\$28.987
15	8000 Debt Service	0.741	0.742	0.740	0.555	0.557	0.559
16	Total O&M Expenditures (Including Debt Service)	\$26.072	\$27.085	\$27.961	\$28.641	\$28.718	\$29.546
17	Overall Escalation in O&M Expenses		NA	3.23%	2.43%	0.27%	2.88%
19	Capital Projects:						
20	General Fund Projects -CIP	\$1.319	\$0.117	\$2.242	\$4.003	\$3.085	\$2.235
21	Percent Execution	100%	100%	80%	80%	80%	80%
22	Percent Escalation from FY24 (3% compounded per year)	NA	0.00%	3.00%	6.09%	9.27%	12.55%
23	General Fund Projects - CIP @ Aplicable Execution % and Esc	\$1.319	\$0.117	\$1.847	\$3.397	\$2.697	\$1.788
24	Cash Funded General Fund Projects	\$1.319	\$0.117	\$1.847	\$3.397	\$2.697	\$1.788
25	Equipment Replacement Reserve (ERR) Projects (1)	\$1.068	\$1.255	\$0.954	\$0.777	\$1.283	\$1.073
26	Cash Funded ERR Projects from ERR Reserve	1.068	1.255	0.954	0.777	1.283	1.073
27	Unfunded ERR Projects	0.000	0.000	0.000	0.000	0.000	0.000
28	Capital Projects Funded with Debt	0.000	0.000	0.000	0.000	0.000	0.000
29	New Debt Service for Capital Projects Funded with Debt	0.000	0.000	0.000	0.000	0.000	0.000
30	Total Capital Expenditures from the General Fund	\$1.319	\$0.117	\$1.847	\$3.397	\$2.697	\$1.788
31	Total General Fund Expenditures	\$27.391	\$27.202	\$29.808	\$32.038	\$31.415	\$31.334
32	Overall Escalation in Total General Fund Expenditures		-0.69%	9.58%	7.48%	-1.94%	-0.26%

(1) Equipment Replacement Reserve (ERR) Projects funded from the ERR Fund, not the General Fund

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5.3.3. Forecast Results

Based upon the discussion in the preceding sections, we have developed a recommended forecast which is described in this section. Our recommendations are as follows:

1. Continue with the property tax rate for Real Property of 0.5522 per \$100 of property value that was adopted for FY2023-24 and maintain that tax rate in each year of the forecast period.
2. Adopt a policy to ramp up the minimum unassigned fund balance from \$3.0 million in FY24 to 17% of revenues in FY33 as discussed in Section 3.1.
3. Adjust the capital expenditures as follows:
 - a. Execute the capital budget at 100% of budget in FY2023-24,
 - b. Reduce execution of the capital budget to 80% of budget in FY2025-26 through FY2027-28,
4. Adjust the Operations and Maintenance (O&M) expenses to 94% of the projected budget amount in each year of the forecast period (as projected based upon the adopted FY2023-24 budget amount) for all years of the forecast period.
5. Reduce the O&M expense by 2.6%, or \$752,000 and \$775,000 in FY2026-27 and FY 2027-28 respectively in order to avoid the need to borrow funds for capital projects. In FY2027-28, re-examine the potential to increase the O&M expense from this reduced level to a higher level in FY2028-29.

A presentation of the forecast summary with these adjustments is presented in Table 3 below.

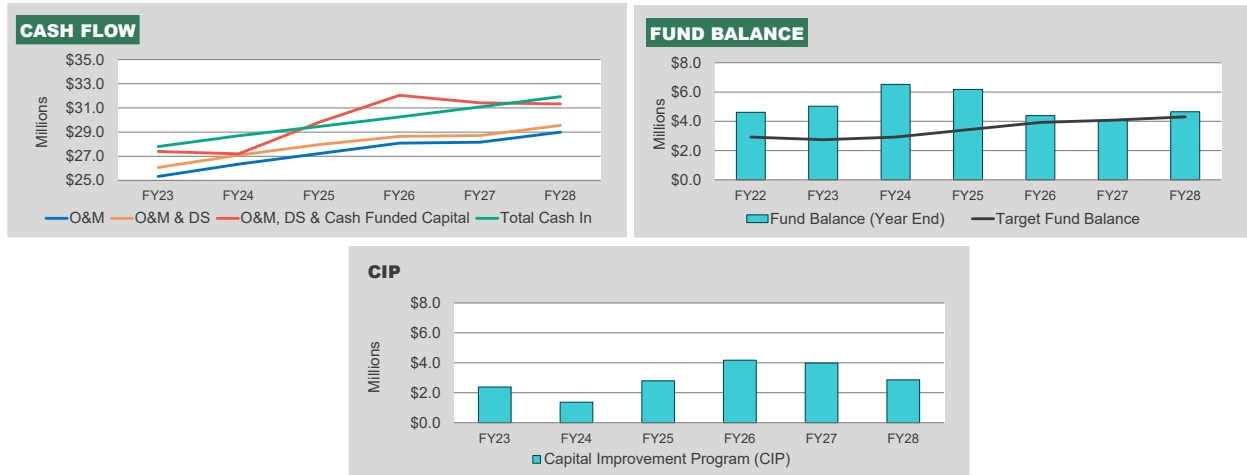
Table 3. Forecast Summary with Recommended Adjustments (in millions)

	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast
1 Revenues:						
2 Operating Revenue	\$14.816	\$15.874	\$16.492	\$17.135	\$17.804	\$18.499
3 Intergovernmental Revenue	\$6.480	\$6.480	\$6.484	\$6.491	\$6.502	\$6.516
4 Other Operating Revenue	\$6.503	\$6.336	\$6.476	\$6.620	\$6.767	\$6.918
5 Plus Interest on Average Fund Balance	\$0.005	\$0.006	\$0.006	\$0.005	\$0.004	\$0.004
6 Total Revenue	\$27.804	\$28.696	\$29.458	\$30.251	\$31.077	\$31.937
8 Expenditures:						
9 Operations & Maintenance Expenses Before Debt Service and Cash Funded Capital	\$25.331	\$26.343	\$27.221	\$28.086	\$28.161	\$28.987
10 Debt Service	\$0.741	\$0.742	\$0.740	\$0.555	\$0.557	\$0.559
11 Cash Funded Capital	1.319	0.117	1.847	3.397	2.697	1.788
12 Total Expenditures	\$27.391	\$27.202	\$29.808	\$32.038	\$31.415	\$31.334
13 Net Income	\$0.413	\$1.494	-\$0.350	-\$1.787	-\$0.338	\$0.603
14						
15 Beginning Year Unassigned Fund Balance	\$4.619	\$5.032	\$6.526	\$6.176	\$4.389	\$4.051
16 Plus Net Income	0.413	1.494	-0.350	-1.787	-0.338	0.603
17 Ending Year Unassigned Fund Balance	\$5.032	\$6.526	\$6.176	\$4.389	\$4.051	\$4.654
19 Minimum Unassigned Fund Balance Requirement	\$2.739	\$2.924	\$3.428	\$3.925	\$4.084	\$4.308
20 Excess(Deficit) Unassigned Fund Balance	\$2.293	\$3.602	\$2.748	\$0.464	-\$0.033	\$0.346

A graphical representation of the forecast results is presented in Table 4 on the following page:

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Table 4. Graphical Representation of the Forecast Results



Notes:

1. The upper left graph shows that the cash flow is positive for FY24, which is reflected in an increase in the fund balance in FY24 in the upper right graph.
2. The upper left graph shows a negative cash flow after the cash funding of a number of capital projects in FY26, which is reflected in a reduction in fund balance in FY26 in the upper right graph.
3. The upper left graph shows that cash flow turns positive in FY28, which is reflected in an increasing fund balance in FY in the upper right graph.

End of the Forecast